IMPROVING THE PUBLIC IMAGE OF CIVIL SERVANTS

HEARING

BEFORE THE

SUBCOMMITTEE ON THE CIVIL SERVICE

OF THE

COMMITTEE ON POST OFFICE AND CIVIL SERVICE HOUSE OF REPRESENTATIVES

ONE HUNDRED FIRST CONGRESS

FIRST SESSION

JUNE 28, 1989

Serial No. 101-15

Printed for the use of the Committee on Post Office and Civil Service

U.S. GOVERNMENT PRINTING OFFICE

21-970 WASHINGTON : 1989

For sale by the Superintendent of Documents, Congressional Sales Office
U.S. Government Printing Office, Washington, DC 20402

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IMPROVING THE PUBLIC IMAGE OF CIVIL SERVANTS

WEDNESDAY, JUNE 28, 1989

HOUSE OF REPRESENTATIVES,
SUBCOMMITTEE ON THE CIVIL SERVICE,
COMMITTEE ON POST OFFICE AND CIVIL SERVICE,
Washington, DC.

The subcommittee met, pursuant to call, at 10:15 a.m., in room 311, Cannon House Office Building, Hon. Gerry Sikorski (chairman of the subcommittee) presiding.

Mr. SIKORSKI. The Civil Service Subcommittee will come to order.

Chairman Volcker will be here at 11:30. This morning, we are here to listen to and thank employees of the Federal Government.

To many, unfortunately and inaccurately, the civil servant conjures up the image of a cartoon character: A joyless, ambitionless, thankless employee. "If you work for the government, it is because you can't get honest work in the private sector."

In the last decade, we have seen Presidents Carter and Reagan successfully run anti-Washington, anti-government campaigns for the highest office in the land. Johnny Carson and Arsenio Hall get some quick laughs at the public employee's expense.

Instead of calling Americans to serve their country, many public officials, especially on the campaign trail, are satisfied to call public servants ugly names, the same civil servants who they may eventually govern. The words "bureaucrat" and "bureaucracy" are often spit from mouths with guttural disgust as we are to picture employees with low motives and in slow motion.

Not too long ago, the clarion call to serve America was as good and clean and precious as the American flag. It stirred images of excellence, of challenge, or pride, of enthusiasm. Today, instead of a bold clarion call, we hear what some have called a "quiet crisis," the quiet, steady downward decline in the quality of the work force that works for America.

It is easy to see some of the origins of these negative stereotypes. Hundreds of thousands of civil servants face non-competitive pay scales or reduced benefits, and in some instances, unhealthy work environments. For some civil servants, such as the air traffic controllers and those involved with drug interdiction efforts, the hours can be grueling, frenetic, dangerous.

For others, like secretaries at EPA whose unpaid overtime gets the complaint filed that saves a community of 10,000 people from hazardous waste in its drinking water, or the data processor who inputs Grandma's Social Security information, or the lab techni-

cian at NIH who washes the test tubes after the breakthrough experiments, or the park ranger who quietly protects endangered wildlife in America's parks, or the air traffic controller who helps the pilot safely land a commuter plane, the job is generally and usually thankless.

The public seems to forget that America's civil servants have been responsible for some of America's most important advances as a people, as a society and a civilization. It was a civil servant who stood her ground against the use of the drug thalidomide, and saved thousands of our kids from horrible deformities.

It was a civil servant who discovered sonar and radar, which protect travelers and our very national defense. It was a civil servant who was instrumental in developing safe vaccines for polio, measles, rubella. It was a civil servant who invented the first modern computer. It was a civil servant who helped develop resistant strains of rice that now help feed hungry children in emerging nations. They are the first to help in natural disasters here and around the world. And it was a civil servant who took the first step on the moon, and civil servants gave their lives in the Challenger Disaster.

The Volcker Commission points out that while people seem to have a mistrust and dislike of the bureaucracy in general, they are often satisfied with the service they receive on an individual basis. A mother's letter about her son in The Washington Post some time ago illustrates this point:

She says, "My son Paul died recently at age 27 of complications of cancer. I write while our grief is fresh, because the treatment he received at the Clinical Center of the National Institutes of Health, both medically and personally, deserves notice and commendation in a time when government institutions are under attack for cheap political gains by leaders from Presidents on down. Civil servant bashing, frequently deserved, has become a national sport for politicians of many stripes, tarring all with an indiscriminate brush.

"My son's medical treatment, part of a study of different protocols for the treatment of lymphoma, an aggressive but often treatable form of cancer, was of the highest order. The civil servants of the NIH Clinical Center with whom we came into contact belied the stereotype.

"Of course, NIH is a giant bureaucracy with all the foibles that brings, as most hospitals we have encountered. But especially in crisis times, the physicians and technicians were superb, often gray with fatigue from long and arduous hours. They were also patient, informative and unfailingly decent. Almost without exception, they made themselves available to us for clear and frank explanations to answer innumerable, often no doubt foolish, questions.

"Our greatest tribute, however, must go to the nursing staffs of 13 East and 10D. It is difficult to imagine a group of people who give so much of themselves to care for and care about a difficult patient whose prospects were poor.

"The best medicine available could not save our son. But his death is a lesson that decency is not lost in the hundreds of people, mostly civil servants, who were involved with his care. I am proud for all us that this government institution exists." Siegbert B. Poritzky of Bethesda.

Mrs. Poritzky didn't make it on the Johnny Carson Show. But America's government is at a critical point. As we approach the 21st century, experts tell us that our Federal work force is unprepared to deal with the complexities of changing technology and the changing world.

Our civil service is demoralized and degraded, and government managers tell us that recruitment is becoming harder and harder. We must end this campaign against civil servants, this campaign against ourselves. We must honestly recognize the great contributions and sacrifices that have been made by the millions of civil servants throughout American history.

Of course, no civil service with millions of people, no institution, no agency is above criticism. None is perfect. Gratuitous, needless, senseless criticism is purposeless.

The civil servants who will come before the subcommittee this morning are here to help us begin the process. They will tell you they are nothing special. They are talented, dedicated, hard-working Federal employees like the millions of others. They have received special attention for their achievements, but as one of them said, "It is all a part of the job."

This morning, we are pleased to welcome the new Director of the Office of Personnel Management, Constance Newman. Ms. Newman knows the civil service system well. She has worked at the Departments of Labor, Housing and Urban Development, Consumer Product Safety Commission, and VISTA.

Ms. Newman received high marks during her confirmation hearing, and is a fellow graduate of the Minnesota Law School. She received the highest compliment of all. The subcommittee looks forward to working with your office on the many pressing reform issues that face the Federal work force as we end the decade of the Civil Service Reform Act and prepare to ready the work force for the 21st century.

This is boilerplate language, but it truly is meant. It is a great pleasure to have you here as the new Director of the Office of Personnel Management. Thank you.

STATEMENT OF CONSTANCE BERRY NEWMAN, DIRECTOR, OFFICE OF PERSONNEL MANAGEMENT

Ms. NEWMAN. Thank you very much.

Mr. Chairman, I want to thank you for inviting me this morning to testify on the extremely important and elusive topic: The image of the public service.

As you so well know, this Nation's democratic form of government will work only so long as the citizens are satisfied that government through the public servant meets their needs. In a 1774 proclamation, John Adams made the following point: "As the happiness of the people is the sole end of government, so the consent of the people is the only foundation of it." The image of public service is important, then, because the consent of the governed could be threatened by their dissatisfaction with the performance of the public servants.

I believe that the topic of this hearing is elusive, hard to define, because image and fact are intertwined. The image of the public

servants in the mind of each citizen is based on that citizen's own experience, as well as what is said by others, such as the press, politicians, academicians, and other opinion-makers.

However, it is difficult to tell what is the greatest influence on the individual citizen's image of the public servants. The Volcker Commission's Task Force on Public Perceptions of the Public Service notes the confusion. The University of Michigan's Survey Research Center survey, albeit in 1975, found that 43 percent of the people surveyed who had sought help from government reported that they were very satisfied. A 1987 Gallup poll found that 63 percent of those surveyed indicated that something run by the government is usually inefficient and wasteful, and 58 percent said that dealing with a Federal agency often is not worth the trouble.

The citizens' image of public service, then, is quite difficult to explain and even more difficult to fix. Each and every public servant bears the responsibility for the image of the total public service. Every encounter a citizen has with a public servant is an important encounter for each.

There is no argument but that the Federal service is primarily made up of people who are committed to serving the public with distinction. However, there have been and continue to be some public-public servant encounters that are unsatisfactory and even unpleasant.

Some most recent examples were the four interns from the University of Arkansas who testified before the Senate Subcommittee on Federal Services, Post Office, and Civil Service of the Committee on Governmental Affairs. No matter what the reason, their experiences in searching for job information did not represent for them satisfactory, pleasant encounters. Those four interns' image of public service probably would not change even if they were told of the number of Nobel prize winners or of the number of lives saved by the scientists at the National Institutes of Health, or of the dedicated people working to bring families below the poverty level into the mainstream. For some time to come, they will probably think of the public service in the context of the one person, the exception to the rule, who was rude to them.

Given what we all know to be the fact, that fact and image are so inexorably intertwined, I would like to take the balance of my time to suggest some of the steps that can be taken to rebuild the image of the public service, in fact and in image.

First for the fact: One, we must rebuild the "front line" of public service.

There are thousands and thousands of public servants whose job it is each day to work directly with the public. They must answer questions, they must provide services, they must listen to ideas, and yes, they must listen to complaints. These public servants are on the front line. And, we must be fair, those are extremely difficult jobs.

Ofttimes when members of the public finally get in touch with a public servant, they are at their wit's end, meaning they themselves might not meet Miss Manners' test for politeness. However, public servants must be trained to deal with aplomb with each and every member of the public. And then the front line public serv-

ants must be given recognition for the jobs well done and sanctions must be imposed for jobs poorly done.

Front line public servants must be given just compensation for the work they are required to do. They must be made a part of the total team, or the team loses.

In summary, regarding the front line public servants, OPM and the Departments and agencies must, first of all, give relevant training; make it clear to them and the entire team the importance of the front line jobs; give recognition for jobs done above and beyond the call of duty; and there must be sanctions imposed when the front line public servant falls below an acceptable level of performance.

Now, for the rest of the public service team.

The OPM and OMB must work together to ensure that performance standards are related to the real goals and objectives of each organizational unit. If the goals and objectives do not relate to the organization's budget, they are not relevant. OPM and the Departments and agencies, then, must ensure that the performance appraisal system has meaning.

Also, the two agencies, OPM and OMB, must work together in the initiation of strategies for improving the productivity of the Federal work force.

We must work closely with the Departments and agencies and the Nation's educational institutions to develop training and employee development programs which are designed to provide the skills necessary to serve the public with distinction.

Clearly, everyone agrees there must be just compensation for public servants, the few who have decided to devote their time to make government work for the many.

As an aside, OPM has already begun to pull together, in the organizational excellence project, 10 to 12 profiles of public servants who have leadership and have shown their ability to organize and operate within established goals and objectives.

In addition, we will be developing new constituencies for the public service through greater contact between the best and the brightest and national and local organizations concerned about good government. There must be begun at an early stage an understanding of the importance of public service, so we must prepare for use by school systems, elementary through graduate school, descriptions of the Federal Government, what it does, how it does its job, and who does the jobs with distinction.

Many representatives of the various organizations within OPM will be meeting here in Washington this week to develop our agency's goals and objectives for fiscal year 1991. Many of our plans for the future will relate directly or indirectly to the concerns that led to this hearing. We look forward to working with this subcommittee on this important issue.

I thank you. I would be pleased to answer any questions the subcommittee may have.

Mr. SIKORSKI. What is your schedule like? We have a vote up.

Ms. NEWMAN. I will stay until the hearing is over.

Mr. SIKORSKI. Excellent. I will recess and then get the vote in and be right back. Thank you.

[Recess.]

Mr. SIKORSKI. We will come back to order.

At this time, I recognize the gentlewoman from Maryland for her opening statement.

Mrs. MORELLA. Thank you very much, Mr. Chairman. I am sorry I was delayed. I had a conflict of another hearing with the members of the National Institutes of Health testifying before the science-based Technology Committee.

I want to commend you, Mr. Chairman, for your interest in making the government environment a better place to work, and improving the public image of Federal employees. That is what we are here for. Although we have had a series of hearings on the Volcker Commission report, I believe that now focusing on their recommendations, what we can do, is necessary.

The Volcker Commission suggested that "the President and Congress must provide the essential environment for effective leadership in public support." It further recommended that "educational institutions and the agencies of government must work to enlarge the base of talent available for and committed to public service."

The Commission recommended that "the American people should demand first-class performance and the high ethical standards, and by the same token must be willing to provide whatever is necessary to attract and to retain the talent."

Mr. Chairman, we will be hampered in attracting people who are leaders or will work to peak performance if the image of the Federal employee is poor. Federal employees have endured many years of Fed-bashing from not only the media and the general public, but also from their employers.

It is a known management principle that constant berating of an employee will not produce positive results. Federal employees have endured this and yet, they have performed well. Young people are not currently attracted to public service, because of what they read or have seen on the news or what they have heard from others. We have heard that many young people will not consider Federal jobs because the pay scale in the private sector is considerably higher, an average of about 27 percent higher.

We know that public servants do not serve the people to make money. However, we also know that one cannot clothe, feed, house and educate one's families on goodwill and service. The Associated Press reported recently that "Uncle Sam has become the employer of last resort," particularly in expensive places like Boston, New York-New Jersey, San Francisco and Washington, D.C."

Indeed, these are the places where there is a high percentage of Federal jobs. A better pay and benefits package for Federal employees may not solve the problem of the public image of Federal employees or the Federal employees' image of themselves, but it would certainly be a step in the right direction.

There was a period in our country's history when public service was an honorable calling. In many countries, it is still a position of distinction. I hope that Federal Government service in the United States will again be held in the highest of esteem.

Many of the public servants who contacted me, Mr. Chairman, have indicated that they found great satisfaction in belonging to the Federal family, yet their children would not consider joining the government.

Perhaps we should consider giving children of government employees service points, just as veterans are given preference, if they would apply for government jobs. This would give the government a new talent pool of applicants who would already have a tradition of public service in their family background.

Mr. Chairman, the perception of the Federal employee among the public is important. The perception of the Federal employee to him or herself or the employee's family is also important. A great Nation is dependent on the people who monitor and implement its programs. We are that Nation.

Mr. Chairman, I look forward to working with you and the various organizations which have made a commitment to improving the image of our civil servants. I am sorry I did not hear Mrs. Newman's comments, but I look forward to working with her, and I think her attitude and ability, experience and commitment render her to be an excellent addition to the Federal family.

I thank you.

Mr. SIKORSKI. Thank you. I commend you for your excellent work. You have for some time undertaken to defend and advocate for the civil servant, and we are going to have Ms. Newman's opening statement put on a coffee cup for you.

Ms. Newman, your reference to the experience of the four interns who testified before a subcommittee last week in the Senate illustrates the problems that many individuals encounter when dealing with the government on an individual basis.

As part of your plan, I think you have accurately targeted need for a greater emphasis on training, development and what it means to be on the front line. Some people are uniquely qualified to do that, and many others aren't.

This subcommittee plans to examine issues of recruitment of quality applicants and employee training, and we look forward to working with OPM on finding solutions, because of a failure to address these problems in the past. GAO is almost finished with the report provided for senior government executives.

Has OPM made any assessments about the adequacy of training, development techniques currently used to educate the front line people?

Ms. NEWMAN. One of the topics that we will be covering in our two-day session at the end of the week will be training across the board. We will want to rationalize the whole system, not only developing the strategies for training the front line, but linking those training strategies with the middle management and Senior Executive Service.

The training will actually go on at the agency level. OPM has a responsibility, however, to encourage and give models for the training through having some of our training people work with the agencies in redeveloping their programs, and probably through conducting some demonstration training programs on our own.

So, if you are asking, are we planning to do more than exhort, we are. There will be an effort on my part to look at the budget in terms of how much is available for training. So often, budget exercises tend to cut training money and evaluation money. And in my view, those should be the last areas cut.

Mr. SIKORSKI. I agree. You also stated it is important to recognize the front line people. I agree. Fortunately, they seem to be a shy group of people as well, because we tried to entice some of them to the hearing today and weren't successful.

I think most people know by now that you entered the civil service as a GS-3 typist. I am not sure that everyone knows that you entered the government as a clerk-typist after you had already gotten a bachelor's degree and a law degree from the University of Minnesota. Can you tell us those circumstances and what OPM is doing to address minority recruitment?

Ms. NEWMAN. At the time—I hate to tell you how long ago, but that was 1961.

Mr. SIKORSKI. That is not that long ago.

Ms. NEWMAN. But there have been changes since 1961. I am not suggesting that all is rosy for minorities and women moving into the service, but it is a different time now, and we need to be sure that information is available to people on what their options are, and that is working with people at the colleges and universities.

We need to have role models available to explain to people how they can come into the service. I will say that there is much more information, the expectations are higher. There is a greater likelihood that a woman or a minority with the type of education that I had, today, would not have to do that, and we certainly will see to it, using all of our resources, that there would not be that waste.

I will admit, however, that although I came in that way, I think one of the strengths in my ability to manage is that I know all the tricks up and down the line.

Mr. SIKORSKI. In your testimony, and this is my last question, about the importance of promoting public service through educational systems, I think you are absolutely hitting the nail on the head.

Our schools are a great place to begin. The Volcker Commission makes some recommendations in this area, too, later on. They talk about a student loan forgiveness program, where agencies could agree to forgive a portion of a student's loan to enable the government to attract people with—I mean, this is a concept that has been talked about, to attract people with technical backgrounds to an agency.

We seem to have a shortage of these people. Is this a good idea?

Ms. NEWMAN. I think it is an intriguing idea. As you recognize, Mr. Chairman, there will always be the trade-offs that will have to be made on where the money goes. It is a very intriguing idea. We intend to take each of the Volcker Commission recommendations and determine the extent to which we can put them in place, and will be costing them out.

I notice that someone reported this is budget-neutral. We have to prove it. We can't just say it, and so we will be working to see to the extent something like this, which makes a good deal of sense, will work.

Mr. SIKORSKI. It recommends the scholarship program, and this is Congressman Gilman's proposal.

Ms. NEWMAN. I am aware of that.

Mr. SIKORSKI. I have found around here that if people want something, they come out budget-neutral; we have a GAO report on the

cost of random drug testing. We found out that the appraisal, the cost was very small by the agencies that wanted to do it, and as it turned out, it was actually much more costly for the program to the extent it has been implemented thus far.

I thank you.

The gentlewoman from Maryland.

Mrs. MORELLA. Thank you very much.

Ms. Newman, I want to ask you about a piece of legislation that we will have before us this year—the pay equity bill. It has changed since last year, the pay equity bill. This year, what it would do would be to ask you to come up with doing a study of pay equity; the chairman actually reminded me of that when he talked about women and minorities. A cursory glance last year indicated that, I think, 80 percent of the people in grades 1 through 6, or something like that, are women.

There has not been a reclassification since 1937 or some ridiculously early time. So, the bill this year would ask that you—OPM—conduct the study of pay equity so we can study it and determine whether or not Federal laws are being followed in terms of the equal pay and in terms of upward mobility.

Would you be prepared to do that? Would you like to comment on that?

Ms. NEWMAN. My druthers are as follows: We need to look at the whole compensation system. I think we are at that point now. And we may even need to revamp the entire system. In that process of looking at the entire system and the way in which we pay and determine how to pay, if there are inequities found, we certainly ought to address them.

I am reluctant to suggest a more narrow study, because I think the problem is more serious in terms of the whole system. So, I don't know—that is my answer. I don't know.

Mrs. MORELLA. I think looking at it and doing a pay study is very appropriate. In so doing, it would be pretty obvious and easy to discern, again, where you have the sexes and minorities confined. Would that be part of it naturally?

Ms. NEWMAN. I would think if we looked at the whole system, we would see all types of patterns, and we would be determining the extent to which those patterns are not based on skills and experience, and then we ought to do something to address the pattern.

To be honest with you, though, I have always had a problem with attempting to determine comparable worth and the value, relative values of different types of jobs. And that I have always felt would be very difficult to do. But that would not prohibit us from looking at patterns and addressing inequities.

Mrs. MORELLA. I think the patterns would show it, rather than calling it comparable worth. Another thing: we talk about recruiting and scholarships, and I agree with all of that, educational assistance is critical.

But I have so many people who have said to me, how do you get a job with the Federal Government? "I have to apply with each agency. I get the runaround." I think this is one of our critical problems.

Just recently, somebody said to me, "You know, my son wants to work for the Federal Government. He just graduated from college,

but he is getting the runaround." Is there any kind of a computerized job bank, or can we do something to consolidate as well as cut through red tape?

Ms. NEWMAN. We are working—it didn't start with me—the agency has started to put into place computerized systems. The concern that we have is that at some point in a person's questions about a job, often what is in the computer is not sufficient, and what we need to do in addition to computers and directories is to develop a way in which an individual can branch out of the machine to a real person to get a more specific consideration of that individual's questions.

And then there are costs associated with that. How many people do we need to hire to be more responsive to individuals? But we are pushing more and more, particularly starting with a college hotline, and then in the various job centers in the area offices, we are using the touch screen approach, and we are going to try very much to update that.

Now, there is a problem that we have to work on which is, how do we have an integrated system so that if someone comes into the system in one area or one region, and they find out that no one is looking for a person with the skill there, how can they branch over to another region to find out whether there are jobs available?

We do have, in some of the shortage categories, the ability to branch into another region, but not across the board. And I admit to you we have to work on that.

Mrs. MORELLA. But as you say, you are working on that. Just briefly, what are the steps for applying for a job?

Ms. NEWMAN. The first is coming into a center or calling into a center or an agency to get general information. There is a need on the part of the individual that they have a general idea of what it is they are interested in doing.

The reason I say that is that if a person is an engineer, there are different sets of information that they would get about opportunities. If they are accountants, there is another set. So, one of the frustrations that people have in the process is a problem of their own, because they haven't a general idea of what they want.

Now, we need to have a way to communicate with people who don't know what they want. We have to work on that. So, we get the information to them based on their questions. That information then should lead them to whether or not they need to take a written examination, whether they need to assemble information for the exam, whether they need to go on a register or apply agency-by-agency.

And all of this, I think, we need to simplify, because there are different sets of processes depending upon the area of interest. I will have to look at that more closely, because I have heard more and more people saying that it is confusing.

And even if it isn't confusing, if people think it is, it is confusing.

Mrs. MORELLA. That is reality, right. So, if one is an engineer, one would have to, first of all, figure out what agencies require engineers and then find out——

Ms. NEWMAN. An engineer is maybe not a good example, because that is a shortage category, and generally an engineer can go in one stop, can go into an OPM office and would be directed. So, let's

take a recent college graduate who has a general interest, but doesn't know specifically what he or she wants to do.

There would be information as to the openings in that general geographic area. The frustration often is that there is not then information about other geographic areas. So, if a generalist goes into one area office and does not know exactly what he or she wants to do, there is often the experience that the person is told that we really don't have anything for you, and we need to tighten that up.

I think it is the biggest impediment. I will try to get a chart in the record that shows the steps that a person goes through in a shortage category, and then the steps that a person goes through for the more generalist position, a walk-through.

Mrs. MORELLA. Thank you.

Mr. SIKORSKI. Thank you. We appreciate your testimony and look forward to a long and good relationship.

[The following information was furnished:]

UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT
WASHINGTON, D.C. 20415

OFFICE OF THE DIRECTOR

July 10, 1989

Honorable Gerry Sikorski
U.S. House of Representatives
Washington, DC 20515

Dear Mr. Sikorski:

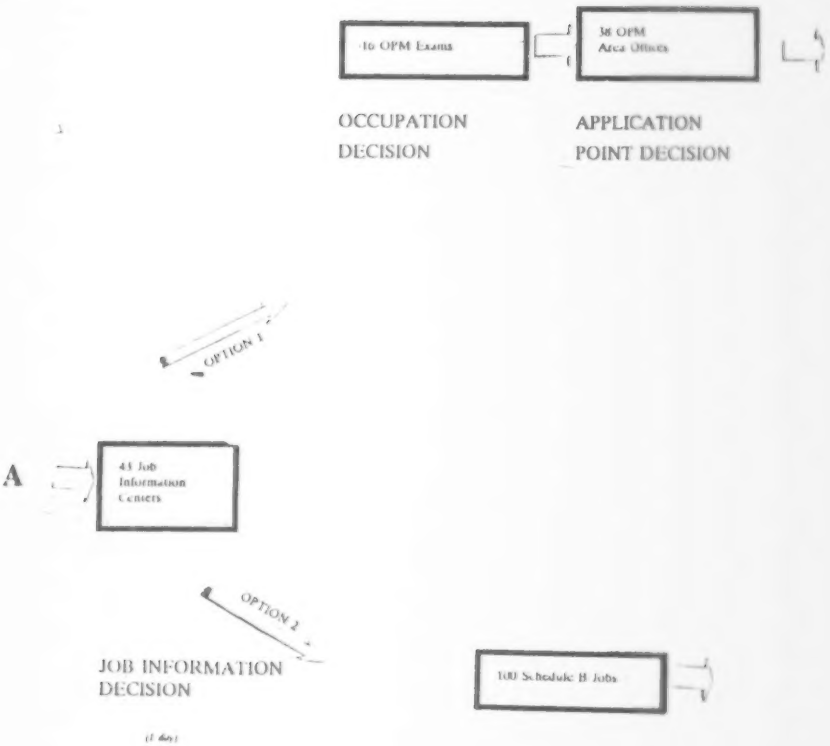
As promised, I am enclosing two flow charts which outline the steps necessary for obtaining a job with the Federal government as they stand at this time. The flow charts show how applications are processed for both a standard (general) government position as well as a shortage (specific) government position. Please feel free to call if you have any questions or require anything further.

Sincerely,

Constance B. Newman
Director
Office of Personnel Management

ADMINISTRATIVE
(APPLICANT

CURRENT SYSTEMS



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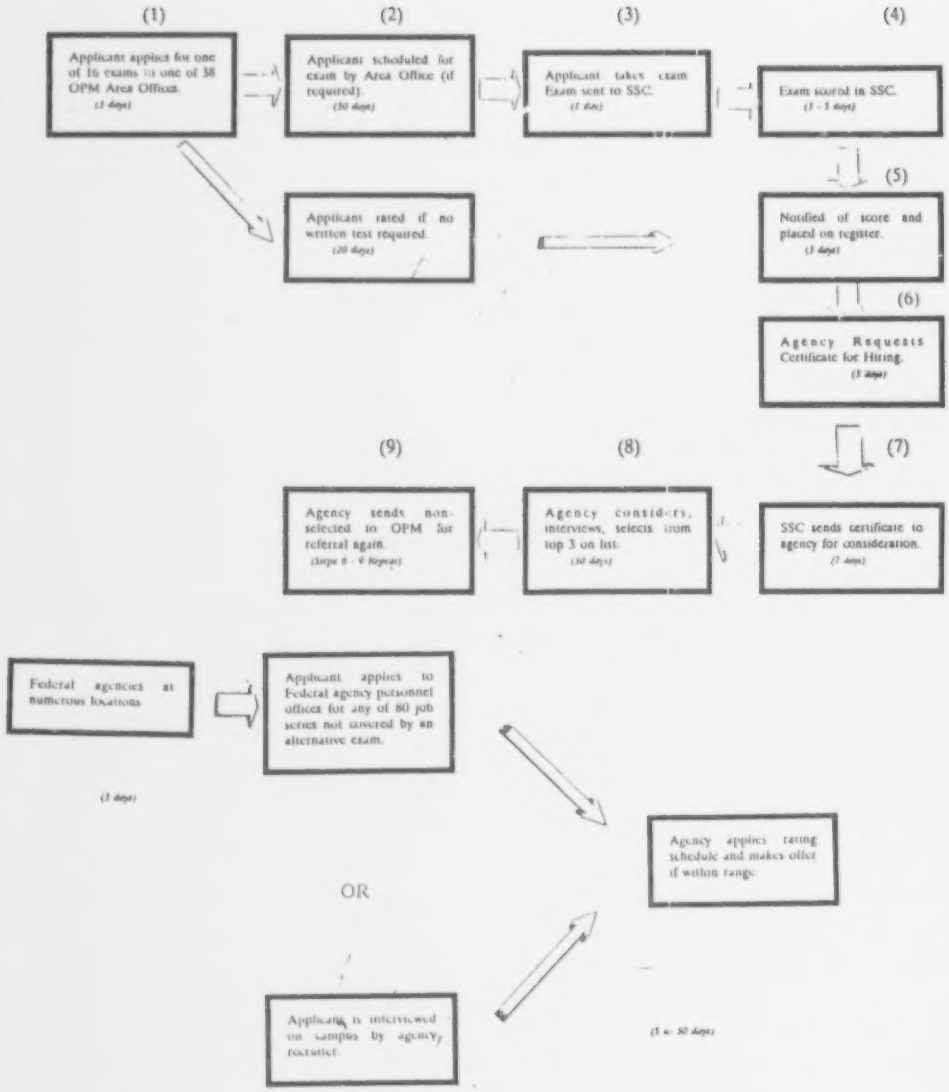
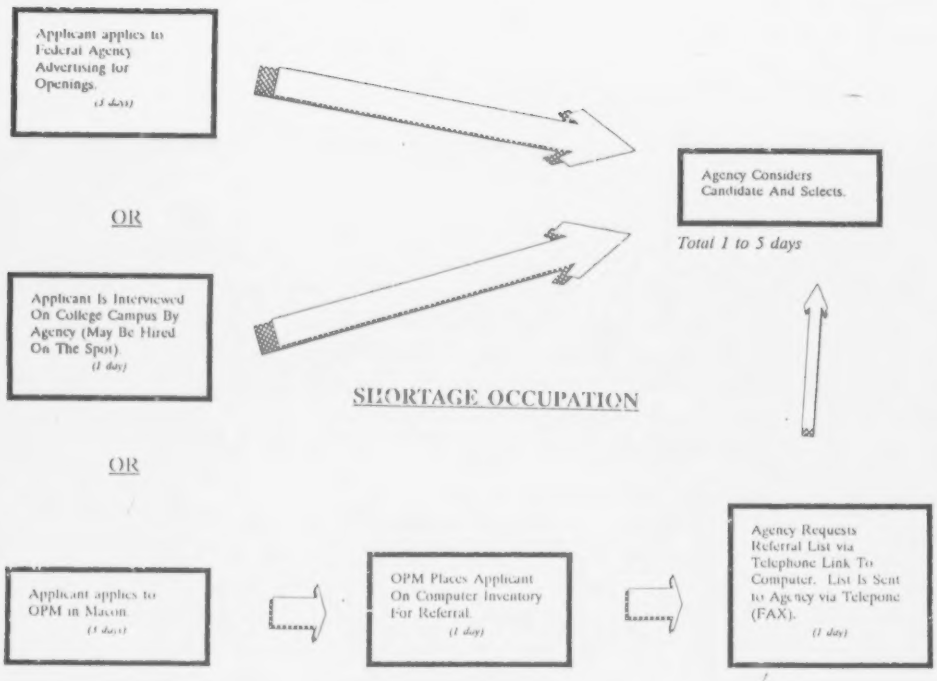
GENERALIST
DECISIONS)


(1)
Applicant applies for one of 16 exams to one of 38 OPM Area Offices.
(3 days)
(2)
Applicant scheduled for exam by Area Office (if required).
(30 days)
(3)
Applicant takes exam. Exam sent to SSC.
(1 day)
(4)
Exam scored in SSC.
(3 - 5 days)
(5)
Notified of score and placed on register.
(1 day)
Applicant rated if no written test required.
(20 days)
(6)
Agency Requests Certificate for Hiring.
(3 days)
(7)
SSC sends certificate to agency for consideration.
(7 days)
(8)
Agency considers, interviews, selects from top 3 on list.
(30 days)
(9)
Agency sends non-selected to OPM for referral again.
(Steps 6 - 9 Repeat)
Federal agencies at numerous locations
(3 days)
Applicant applies to Federal agency personnel offices for any of 80 job series not covered by an alternative exam.
Agency applies rating schedule and makes offer if within range.
OR
Applicant is interviewed on campus by agency recruiter.
(5 to 30 days)


Applicant applies to Federal Agency Advertising for Openings.
(5 days)
OR
Applicant Is Interviewed On College Campus By Agency (May Be Hired On The Spot).
(1 day)
OR
Applicant applies to OPM in Macon.
(5 days)
OPM Places Applicant On Computer Inventory For Referral.
(1 day)
Agency Requests Referral List via Telephone Link To Computer. List Is Sent to Agency via Telepone (FAX).
(1 day)
Agency Considers Candidate And Selects.
Total 1 to 5 days
SHORTAGE OCCUPATION

Mr. SIKORSKI. I am going to break up the next panel. The two people I want are Mr. Lilly and Dr. Kirschstein. Both of these individuals, I think, if you could come up now. We are all asked who our heroes are, both Presidential candidates could have named you two.

Sit down right in the middle. Don't be shy. Why don't you move together so you can share the microphones?

Mr. David Lilly is a Federal Mine Inspector with the Mine Safety and Health Administration, currently stationed in Alaska.

In October of 1987, America's eyes were focused on Midland, Texas, as we all hoped workers would rescue Jessica McClure. The center of our attention for the 30-some-hour ordeal was focused on the baby, the rescue operation was focused around Mr. Lilly. We are pleased to have Mr. Lilly before the subcommittee this morning to tell us about his job as a Federal mine inspector. Mr. Lilly, thank you.

STATEMENTS OF DAVID LILLY, SPECIAL INVESTIGATOR, MINE SAFETY AND HEALTH ADMINISTRATION, DEPARTMENT OF LABOR; AND DR. RUTH L. KIRSCHSTEIN, DIRECTOR, NATIONAL INSTITUTE OF GENERAL MEDICAL SCIENCES, NATIONAL INSTITUTES OF HEALTH

Mr. LILLY. Good morning, Mr. Chairman, and other members of the committee. I am honored to appear before you to discuss my activities as a Federal mine inspector and how my experiences assisted in the successful rescue of Jessica McClure.

My current occupation is that of a Federal mine inspector with the Mine Safety and Health Administration, and my background and childhood history led to this career choice. I was born in a small coal-mining town, Corrine, West Virginia, and spent my childhood moving from one mining town to another.

Both my father and brother worked in the mines, and after my honorable discharge from the Marine Corps, I went to work in the same underground coal mine as my dad and brother. I spent two years working in the coal mines.

In addition to my coal mining experience, I worked in the underground potash mines in southern New Mexico, uranium mines in northern New Mexico, and cinnabar (mercury) mines in Arizona. During my years of mining, I was involved in the rescue of several miners.

On one occasion, I rescued an underground miner by myself in total darkness, for which I received a commendation. My experience working in the mines as well as my childhood years living in mining communities gave me first-hand knowledge about the hazards of mining, as well as the serious injuries and illnesses that can occur. In 1972, my dad died from black lung, at age 59.

I began my career as a mine inspector in May of 1975. Since then, I have worked with MSHA and its predecessor as a mine inspector and special investigator. I have been responsible for the inspecting of mines and investigating fatalities and serious accidents for 14 years.

Currently, I am responsible for carrying out MSHA's activities at the mines in the State of Alaska. Throughout my career, I have

been given extensive training in recognizing hazards, conducting rescue and recovery work and investigating accidents.

During my tenure with the agency, I have been sent on many special projects which used my abilities, skills and background. Over the years, I have received several awards from MSHA for my performance. It is my feeling this is why the District Manager for MSHA asked if I would participate in the rescue of Jessica McClure in Midland, Texas in October of 1987.

When asked, I immediately said yes, I would be glad to. Within minutes, I was picked up by jet. Thirty minutes later, I was at the rescue site in Midland, Texas, 140 miles from my office in Carlsbad.

Upon my arrival, the Fire Chief and Police Chief asked about my mining background, which I briefly described to them. They asked if I would be willing to take charge of the operation to rescue the little girl, to which I agreed.

The next 30-some hours were the most emotional, stressful, tiresome and longest hours imaginable. I quickly surveyed the equipment and personnel on hand. And after I reviewed their plan, I made some fast decisions, then went about the task of getting the little girl out of the well.

It was clear to me the plan they had developed would not work. They were proposing to drive an incline drift or tunnel that would intersect almost exactly where the baby was stuck in the well. Once reaching the well, there would be no way to break into it without injuring or killing the baby.

I changed the plan to drive a horizontal drift that would intersect the well about two feet below Jessica. I also altered the drilling and chipping pattern to achieve more distance in less time.

Since the rescuers working on the drill were becoming exhausted, I established a 30-minute time limit for each driller. As a precautionary measure, I took gas samples which showed there was methane gas present in the well. Methane gas at the right mixture with oxygen becomes extremely dangerous because of its explosive nature. Therefore, although it was suggested to use small amounts of explosives to break the rock faster, I rejected this approach.

We also had available to us a Hydro drill which disperses water under extremely high pressure through a cutting jet. It also generates a great deal of heat. I therefore recommended using the Hydro drill on only one occasion, because the heat or pressure could have caused a crack in the rock or a break through which may have seriously injured the baby. I had a piece of steel plate made to place in the center of the small tunnel and directly in front of the well to keep the high pressure water away from this area.

We were within six inches of the well when it was reported to me that the vibration of the drill was causing the baby to slip down the well, and no one knew exactly where she was located.

We had been drilling a pattern of several one-inch deep holes, then chipping out between them. I halted all operations and studied for a moment, and then decided what must be done. I had a driller start drilling one hole and keep drilling until he broke through into the well. I knew our only chance was to get something across the well and keep her from falling. The only thing I didn't know was if we were above or below her at this point. She no longer made any sounds.

I checked the hole to make sure the well was clear, and then had the driller drill into the back wall of the well and anchor the drill steel across the well to keep her from slipping down further.

The next several hours seemed like eternity to me as we did not know if the drill steel was above or below the little girl. We kept drilling and chipping; suddenly, a driller came out of the hole yelling he had broken into the well.

I went down into the 30-inch hole and slid on my back into the small tunnel, worked my hand and arm through the four-inch hole. As I slid deeper into the tunnel, I extended my arm up the well inch by inch until I touched something; it was the bottom of a small tennis shoe. I thanked God and I cried.

I was able to work an industrial balloon through the hole and inflate it just below her. After several more hours, we enlarged the four-inch hole to eight inches wide and 10 inches high. The end of the drift, the little tunnel near the well, was 16 inches wide and 12 inches high; this is what Jessica was eventually pulled through.

In summary, I would like to say that I am grateful that my experience and training was of assistance in the successful recovery of Jessica. There is no other feeling in the world that can match that of helping to save another's life.

Although I was the one chosen to assist in the rescue of this little girl, many of my co-workers at MSHA have also assisted in successful rescue operations of miners and others.

MSHA has either been called upon or volunteered to participate in many unique situations. For example, some of my co-workers were involved in the rescue and recovery operation in Mexico City following the devastating earthquake. Our experience, training, and often our background make us particularly qualified to evaluate hazards in underground situations and participate in or direct rescue and recovery operations.

I would also like to thank all the people of Midland and elsewhere who contributed their time, efforts and equipment. The recovery of little Jessica was truly a team effort.

Thank you, Mr. Chairman, for the opportunity to appear before you today. I will be pleased to answer any questions.

Mr. SIKORSKI. Thank you.

We are going to take a short break and go over and vote on the rule, and be right back and begin again. Thank you.

Mrs. MORELLA. As we go to vote, your testimony inspires us.

[Recess.]

Mr. SIKORSKI. We are running three recesses in an hour and a half. Chairman Volcker is here, and I know his schedule. Why don't you just stay where you are? I know that generally protocol requires us to clear the table, but I know that Chairman Volcker would be more than willing to sit with two of the people that he has done such a good job of advocating for.

If you come up, we will begin your testimony. I know your schedule is tight. For your information, Mr. Lilly was the gentleman from Mines who was in charge of the rescue of Jessica McClure a couple of years ago, and just gave some very impressive and emotional testimony.

Dr. Kirschstein works at the National Institutes of Health and has been an active researcher and scientist for years and has been

involved in making sure the polio vaccine and the rubella vaccine were safe for our kids. And I commented when they came up here to the witness table that when both of the Presidential candidates were asked in the debates about heroes, these two individuals would have been appropriate to mention, although I am probably embarrassing them by saying that, although you probably get used to it.

Chairman Volcker.

STATEMENT OF PAUL A. VOLCKER, CHAIRMAN, THE NATIONAL COMMISSION ON THE PUBLIC SERVICE

Mr. VOLCKER. I am delighted to be up here with these two active civil servants. It often strikes me that while civil servants get an awful lot of bashing in our communities, in Washington and outside of Washington these days, every once in a while, a little crisis arises, and there is some so-called faceless bureaucrat doing a good job.

We somehow expect people to do the job and we have a good feeling about it. But then we forget about it the next day and it's back to business as usual, and that isn't very favorable to doing the kinds of things we need to do to attract people like Mr. Lilly and Dr. Kirschstein, who we all rely upon, whether we know about it or not.

Let me say, I welcome the opportunity to appear here generally on behalf of the National Commission on the Public Service. You know that we delivered a report to the President and to the Congress a few weeks ago, and in one sense, that completed our assigned topic as we set it out when the Commission was formed.

But we also have some awareness that the problems aren't going to go away instantaneously. There are a number of groups concerned with it, but there has been some difficulty with bringing activities together and creating momentum.

So, in a somewhat different guise, the Commission will remain in existence for another year, anyway, and we hope we, among other things, can encourage you people with the responsibilities to take some action in a most urgently-needed area.

My own status will revert to that of an honorary chairman, but we will have Ambassador Robert Schaetzel and Elmer Staats, both of whom are very well known on Capitol Hill, in active charge of the effort.

I am happy to say that Bruce Laingen, who has carried the brunt of this, remains in the status of Executive Director over the next year.

My understanding is that these hearings are directed in the first instance toward considering the negative perceptions of the public service that exist, and the damaging effects those perceptions can have. Certainly, our report is replete with a sense of negative perceptions and the importance of that problem.

I welcome the fact that you have people like Mr. Lilly and Dr. Kirschstein and others up here to present the other side of the picture. A lot of negative perceptions are clearly based upon misinformation, and we have been trying to get the message across that there is a large element of misinformation about the essential work

done by people in government, the kind of professionally committed people that do that work in the overwhelming majority of instances.

We don't feel very successful in getting that message across, which is why we welcome your efforts. Part of our message is that things are not always what they seem to be. But I don't want to suggest that we are not dealing with some realities as well as perceptions. The press is filled with stories, day by day now, of people that weren't doing their job at HUD or the Pentagon or elsewhere.

We know there is a lot of red tape in government, too little creative thinking. But we do have to keep reminding people that those events are exceptions, and taking something like the HUD situation, there was a faceless bureaucrat, so-called, I don't like that term, but nonetheless, a faceless bureaucrat, a civil servant doing a routine job who uncovered the beginnings of that scandal, and we expect the general apparatus will uncover it fully.

I would like to think that those people are more representative of the civil service than people in the headlines. From my personal experience, I can confirm that there is no ground swell of public opinion out there begging for a pay increase for Members of the Congress or for judges or for Cabinet officers or for the civil service generally.

Quite to the contrary. I am aware that the opposition is visceral and vocal. But I have no doubt that the need for a raise is there, and I think it is evident to virtually all the groups that have studied the situation objectively, of course, including the Commission that I have the honor of chairing.

And I think that situation suggests that you can't sit back and rely upon any swelling of public support spontaneously, that the President and the Members of Congress will have to take the lead in reminding people it is in their interest to have a government service where salaries are perceived as, if not terribly generous, at least fair and reasonably equitable.

Along with that, you will have to demand, of course, performance that goes with fair pay. I can tell you that we have counted almost 200 daily newspapers in the Nation that support the notion of doing something about the pay issue. They, of course, I must say, also practically unanimously want you to do something about the issue of honoraria and feel that that must be dealt with first, so far as Congress is concerned.

I should emphasize, too, that as a Commission, we did conclude that, should Congress find itself unable to move now in that direction, so far as Congressional salaries are concerned, appropriate salary increases for the Judiciary and for the Executive should not be held hostage to that situation.

Federal salaries at the Executive level have lost as much as a third or more of their purchasing power in the last 20 years. A substantial pay increase is justified and urgently needed if the government is to hold and attract a fair share of the talent of this country. We cannot rely on the immature, the rich or those unable to compete in the private sector. The debacle of the S&Ls, the situation at the Pentagon and newly-found hemorrhage of taxpayer money at HUD certainly isn't helping with respect to the image of the Federal service.

Neither are most of the radio and talk show hosts around the country, as you well know. John Chancellor gave us unqualified support on the air when the Commission report came out about 12 weeks ago. I mention that because few people know that Mr. Chancellor reluctantly accepted an appointment many years ago at the Voice of America. Reluctantly, because at the time, he told his friends that once he worked for the government, he would be tainted and then he could never return to this first love of journalism.

In the end, he did decide to serve his country for two or three years, and was welcomed back to the journalistic fraternity, and he acknowledged that it was a gratifying and rewarding experience.

The fact of the matter is that unless we repair the image and the substance of the public service, we risk more and more examples of poor performance, political distortion and ethical failures. The best and the brightest of our young people, as they come out of universities or secondary schools for that matter, will continue to turn elsewhere. The civil service will decline into mediocrity.

But the idea that we can settle for that in our public service can only become an invitation to mediocrity as a Nation. The wishful thinkers are those who think a truly great Nation can make do for long with a second-class public service.

Now, let me say that to deal with the situation, we have to deal with a lot more than salaries alone. I think sometimes that issue is put out of perspective.

The Commission put in its report a lot of emphasis on what we termed "enriching the talent pool"; for instance, doing better than we are now doing in attracting more of our energetic young people for government service. That is why we put some emphasis on recommending the establishment of a Presidential Public Service Scholarship Program, targeted to 1,000 college students annually for those able to compete successfully and able to make a special commitment to Federal service.

To assure wide interest, we propose nominations patterned on procedures followed by the military service academies. We believe that scholarships of that kind, based on merit and making a special effort to attract minorities would enhance attitudes toward government service generally. Such a program, using a selection process based on academic achievement, would make its own contribution to the all-important element of quality in government.

Today, technology demands faster responses, not slower, in problems such as air safety and financial regulation. National security demands that we be able to procure military equipment that works and that we can afford.

Our very survival may literally depend on how we respond to complex threats to our environment and to our health. Somewhere it is written "only the best shall serve the state." I don't care whether that sentiment ever gets chiseled in stone, but I do think we should care that it be a part of the American ethic and that we make it possible for the sentiment to be a reality.

The best, frankly, are not being encouraged to serve the state now. And that is indeed a national issue, and an urgent one.

The members of the National Commission and I are encouraged by the positive interest shown by your committee and others in the Congress for our report and its recommendations. We have also

been very encouraged by the attitude taken by President Bush and by the leadership he has expressed in building public appreciation for those in the public service.

But in the end, the public's perception of public service will depend upon performance. Without dedication and professionalism on the part of those in government service, we cannot count on or deserve public respect. But it is also true that the public's sense of the public service will improve only if the President and the leadership in the Congress take the lead, not just in image-making, but in all other things large and small, that are necessary to enhance competence and performance.

We had a whole series of recommendations in our report to that end, all adding up to the basic point that the public service deserves a high and continuing place on the national agenda. You are not going to be able to deal with all of our recommendations in a near-term time focus, but to keep the public service under scrutiny, to keep it high on the public agenda, I believe one of the Commission's most important recommendations is that the President and the Congress establish an independent, bipartisan advisory council, one made up of representatives of the private sector as well as the Executive and Legislative Branches of Government.

We have suggested that such a Council be called upon to monitor the whole state of the career public service and to make regular, biennial reports to the President. The President, in turn, would then forward the report to the Congress, and he would be asked to make whatever comments he might have at that time, including recommendations for change.

I do hope your committee, Mr. Chairman, will give that particular recommendation very careful and early consideration. Thank you very much, and I will be glad to respond to any questions you have.

Mr. SIKORSKI. Thank you, Mr. Chairman.

Let's begin with your ending idea. You talked about the need for this independent, bipartisan commission to oversee the civil service. I think that a commission would be very helpful in promoting civil service, to make recommendations and deal with the issues that adversely impact the quality of the Federal work force.

Do you view that there is a role for advocacy?

Mr. VOLCKER. Yes. But I don't see that as a group just to propagandize the public service. I think there are real continuing problems that need scrutiny. Other groups have looked at it. We have a temporary commission.

I think it will take some sustained attention. This is not an issue that just leaps to people's attention as their favorite matter to deal with, as you well know. And I think this kind of commission can help remind you, frankly, and give support to you where it is appropriate, give recommendations to you for action where that is desirable, to keep some level of public attention on these issues that are not going to go away in a hurry. It doesn't cost anything.

Mr. SIKORSKI. Just looking at some 4-Hers from Minnesota walking out the door. One of them is my second cousin, who I had never seen before, and I got to meet in between the votes. So, it is the nature of the job. I had them come in to the hearing, hopefully

there will be some civil service employees out of that group in the future and heroes as well.

There is a concern on this bipartisan independent commission that it would be an overlap with OPM duties and challenge Congressional oversight responsibilities. Do you see any of those problems?

Mr. VOLCKER. No. I would view it as something that OPM might look at very kindly as an ally in an area that is filled with difficulty. I would hope that it would work closely with OPM. But it is a part-time commission.

This is not going to be continuously in session. I see it in this area as somewhat the equivalent of—I don't remember the name exactly—the body of distinguished and experienced citizens that is kind of attached to the security apparatus to deal with intelligence matters. Of course, that is a very prestigious group.

We would like to get something like that in the area, which is also very important, of the civil service and personnel. I see it as a replacement. You have the Quadrennial Commission, and it is formed in very much the same way, a bipartisan commission, appointed by the President and the Congress. It springs into life for a month or two at the end of every Presidential term with a very narrow mandate: What should we recommend about salaries for top-level Federal officials? It hasn't been very successful, frankly. It has never worked right. Their recommendations, to the best of my knowledge, after the first one, have never been accepted. It deals with a very contentious issue, in a sense in a vacuum.

I think that should be one of the responsibilities of this commission. But why focus it just on salaries? Can't we broaden the mandate of that commission, have it in session somewhat more frequently than once every four years, and deal with the whole spectrum of questions with respect to the civil service. If you wanted it to make recommendations on salaries, if that is still useful, let's say, at the end of a Presidential term, it can and should do that.

But it could do so as part of a broader look, not just as a kind of ad hoc, hasty review at infrequent intervals.

Mr. SIKORSKI. My last question has to do with the media. You served in a position where I know every word—commas, semicolons—in your phrases had to be specific, and the Dow Jones would go one way and there would be shifts of billions of dollars internationally. So you have had some special and sensitizing contact with the media.

And I think you point out and others point out that the media can take a scandal at HUD and focus public attention—or scandal in Congress, and focus public attention, and they can choose to highlight the contributions of the civil service or not.

And the people that find out about a fact, an event, might be 50 people in Room 311 of the Cannon Office Building or 50 million people worldwide. Do you see any organized media role in this issue of dealing with what the public service does and its positive contributions?

Mr. VOLCKER. We have thought about that quite a lot, and we don't have any answer to it. I might say that I think we ought to be outraged by what is going on in HUD, for instance. And I, in

that sense, welcome the media attention. I wish it were better balanced in some respects.

But I think what is important is that we draw the right lesson from it. Why do we have inexperienced people running that kind of a program?

Mr. SIKORSKI. I think someone mentioned it was a civil servant at HUD that raised the issue that uncovered the problem.

Mr. VOLCKER. Yes. It was me. In that respect, I might say it goes back a few years. But take the example of Three Mile Island, where if you were downwind from Three Mile Island, you were plenty worried, and there was incipient panic about what was going on there, and confusion about what, in fact, was going on, how dangerous it was.

And no one seemed to have quite the answers until some unknown faceless bureaucrat from the Atomic Energy Commission, I guess it was still called at the time, and he seemed to know what was going on, and seemed to know what to say, and had a great calming influence and seemed to be knowledgeable and have a great reservoir of experience in that area.

Now, suppose you lose that kind of talent? Ordinarily, you don't hear about that kind of a person, and it is hard to dramatize them. When you don't have a baby down the well, you don't hear about Mr. Lilly. But there he is with the talent and knowledge when you need him.

How to get media attention, we have wondered about, and whether we should sponsor a film, a videotape, try to get it on public television, if not on commercial television. It is pretty tough. We have done some thinking. And of course, it takes money, the kind of money we haven't had as a commission.

But we still have that under review, and hope that maybe it will make some kind of an impact. But we know that it is not easy to accentuate the positive. But I would hope that in some of the accentuation of the negative, which I think is also necessary, that we do draw the right lessons.

Why do we have conditions in various Departments or in the Congress that seem to me almost breed this kind of behavior?

Mr. SIKORSKI. Thank you, Mr. Chairman.

The gentlewoman from Maryland.

Mrs. MORELLA. I think, with the chairman's permission, we can make you an honorary member of this committee. I want to compliment you in your achievements, but also the fact that you have been willing to spend so much time on this National Commission on the Public Service. I think it is extraordinary dedication to public service and to our country, and I know it has been on your own time, at the expense of family, profession and all of the other things that one must do.

I also am delighted that you have taken it on your own, the commission, to continue for another year to kind of monitor and make sure that we move ahead with the recommendations that can be implemented; and Ambassador Laingen has been helpful to us in terms of helping us with some language for that bipartisan, ongoing commission that the Commission has recommended. I think that is terrific.

The President is going to come out, I think tomorrow, with an ethics package. I think probably it will be banning honoraria, which you reiterate in your statement, and I think there will be a pay package attached to it, too.

And again, Congress evidently will not be put into that one, but may come later on. But there will be something about the critical areas, and I think the Judicial Branch, something much like what he did before. And I guess that is some of the leadership that we need. I feel we need more in terms of the pay increase.

We talked about the media. Mr. Sikorski mentioned them. Abuses have always existed. Right now, public perception of all professions, including public service, has deteriorated, and the erosion is due to the infractions of probably a few in each one of these areas. The difference is media. The media has focused on it; radio, television talk shows—the Geraldo Show, Morton Downey, Jr., and so forth.

It is like the New York Times said not too long ago, if you want to have a successful dinner party, invite someone like Evan Boesky or Tammy Bakker or maybe Robin HUD—the theme being that if you are indicted, you are invited.

I think this is the kind of thing that we have to work against. This is what we mean about trying to do something to get the media to focus on some of these heroes sitting right next to you.

Dr. Kirschstein and Mr. Lilly and a number of others that we could focus on, if they could come out with profiles, positive profiles. But again, I guess that doesn't sell.

Mr. VOLCKER. This is the kind of thing we were thinking of in doing a video ourselves. That is one version of it. Can we get some positive role models, because the role models, we have been told this quite frankly by some students, the role models they see are not ones they want to emulate. They are the ones on the front pages of the paper, they tend to be the ones that you don't want to emulate, and the other part gets buried.

Mrs. MORELLA. Absolutely. And if they could see the role models, it would make all the difference, Dr. Kirschstein and Mr. Lilly going into schools as well as getting the media to be more interested in them.

Mr. VOLCKER. I keep talking about the National Institutes of Health when I make this point, because I assume that that is what the general public thinks is important and wants to support. I don't know whether Dr. Kirschstein finds that right. It doesn't help much in the salaries, but at least they tend to think that the NIH is a good thing and takes some skill.

Mrs. MORELLA. And Dr. Kirschstein knows I use that constantly in my examples. It is almost sacrosanct in terms of understanding what they are doing. I think we have to do that with more of the professions.

I just wanted to thank you and tell you that we will be moving ahead with your assistance and that of the Commission.

Mr. VOLCKER. I appreciate your efforts. I know that you have been closely involved in this issue, and I just urge you to keep at it, and I do think structurally, if you can accept that one last recommendation of ours, scholarships, you should look at it very hard. You have laid the groundwork for continuing attention to the prob-

lem, and cleared the way, I hope, for further action over the years ahead.

Mrs. MORELLA. There is a bill in that he mentioned earlier that has to do with scholarships and loan forgiveness for people who go into public service; it is pretty much a direct replication of what your recommendation is. What do you think about the idea of something like giving points to youngsters from families where there are people who are professional Federal employees? Giving certain points or assistance to children in families where there are public servants?

Mr. VOLCKER. Assistance for what?

Mrs. MORELLA. Assistance for college.

Mr. VOLCKER. I haven't thought of the idea. But I am going to react a bit negatively. Instead of going and giving special points for special things, why don't you pay them a decent salary in the first place?

Mrs. MORELLA. I agree with you.

Mr. VOLCKER. I don't think you want to say they have a special point because they have four children and somebody else doesn't have any, and if you go to Harvard, you get two points—I won't make any comparisons, invidious or otherwise. I would think you start with saying the salaries are way out of line, at least for the senior people, and you ought to deal with that basic issue instead of evading the issue by a lot of going around the back door in ways that I think are probably less equitable in the end.

Mrs. MORELLA. You also recommended locality?

Mr. VOLCKER. I think that is an important issue. As I travel around more, and I talk more about this subject than I ordinarily would have a few years ago, I am impressed. I think the great bulk of the Federal work force is in big cities, and particularly Washington, New York, Los Angeles, where the cost of living is high.

But part of the political reaction you get, I don't think all of it but part of it is the fact that it is true that Federal salaries don't look low, to say the least, in large geographical areas of the country, because they are not. It is quite a different matter if you are a U.S. Marshal in Idaho or in the woods of Pennsylvania, where I was recently and talked to a group there. It is just an entirely different kind of scale of salaries in those areas for that.

It is hard to compare the rural areas with New York or Washington. But it is quite a different salary level and quite a different cost of living which you can identify. There is a whole body of experience. You can't do it perfectly, but you can tell there is a difference, and it is a sizable difference.

And we suggested for the rank and file of the civil service, you ought to recognize that and begin making some differentiation by locality.

Mrs. MORELLA. I just want to thank you again for appearing before us today.

Mr. VOLCKER. I appreciate your time and your thinking in this area, and I apologize to my associates here for barging in.

Mr. SIKORSKI. They liked it, I think, to sit at the same panel with you. They have seen you on TV, with a cigar and without a cigar. And I, too, want to join the gentlewoman from Maryland's comments. I know you have received a host of plaques and honorary

degrees and other things that you store away, and eventually they find some place somewhere. But I think your work here is a living kind of legacy that will make sure that the civil service's contribution to the third century of this country will be as great as it has been to the first and second century.

I think that is important, and I think you need to be commended for that.

Mr. VOLCKER. Thank you very much. I appreciate that. It will only be a legacy if Congress does something, so I just leave you with that.

Mr. SIKORSKI. We will meet with the personnel on your proposals to see if——

Mr. VOLCKER. I hope you look at it sympathetically.

Mr. SIKORSKI. We are beginning the putting-together process tomorrow afternoon. Thank you.

Dr. Kirschstein is our next witness, Director of the National Institute of General Medical Sciences at the National Institutes of Health.

Before you begin, I want to express the subcommittee's thanks and gratitude to Mr. Thomas McFee, the Assistant Secretary for Personnel at the Department of Health and Human Services, for his assistance in setting up this hearing.

Dr. Kirschstein, welcome.

STATEMENT OF DR. RUTH L. KIRSCHSTEIN, M.D.

Dr. KIRSCHSTEIN. Thank you, Mr. Chairman.

I am greatly honored and pleased to have been selected to represent a dedicated group, the civil servants of the United States, and to be one of two representatives from NIH. Dr. Martin will be addressing you shortly.

By way of introduction, I am a physician with special training in pathology. I have spent my entire professional career in Federal service, a career which in October will have spanned 34 years. Indeed, part of my training in the medical specialty of pathology was in Federal hospitals, at the Veterans' Administration Hospital in Atlanta, Georgia, and at the Clinical Center of the National Institutes of Health in Bethesda, Maryland.

I have found that my years of Federal service have been immensely rewarding, both professionally and personally. In the first half of my career, I had the privilege of conducting scientific research that helped lead to the virtual eradication of paralytic polio in the United States.

For the past 16 years, I have been involved in the administration of scientific endeavors, serving during most of that time as the Director of the National Institute of General Medical Sciences.

In every position that I have held, I have been deeply impressed with the intelligence, dedication, diligence and character of all of my co-workers. And I feel truly fortunate to have worked with so many fine people and frankly to have had so many opportunities to make significant contributions to science through public service.

When I finished medical school, I had a number of career options available. I chose to embark on a path of Federal service at the National Institutes of Health. My experience prior to this choice, was

as a recipient in 1954 of an NIH postdoctoral research fellowship at Tulane University Medical School, and that led me to a career in research.

NIH is a very special place, in part, because of its dedication to improving human health and in part, because of the high caliber of the people who are drawn to work toward that goal. Like so many of the other young scientists who came in the 1950's, I have stayed at NIH, where researchers have intellectual freedom in the choice of scientific pursuits and access to a stimulating mix of talented people.

My own research, as you said, focused on the development and testing of viral vaccines for such diseases as polio, measles and rubella. My proudest scientific achievement is the development, refinement and application of a test designed to assure the safety of poliovirus vaccines.

It was largely as a result of the studies carried out in my laboratory that the strains of poliovirus discovered by Dr. Albert Sabin were chosen as being the most suitable ones to make the oral polio vaccine. The impact of the Sabin polio vaccine's subsequent use was dramatic: The disease, infantile paralysis or paralytic poliomyelitis, has been virtually eliminated in this country, whereas in the late 1950s, it struck 37,000 people annually.

Because of the success of my work in this area, I was considered an authority on the performance and interpretation of such tests and on the safety and testing of vaccines in general. On several occasions, I served as a consultant to the World Health Organization on such matters. I also served as an advisor on behalf of the Federal Government to pharmaceutical manufacturers who requested my help in refining their own procedures.

From 1957 to 1972, I rose from a staff scientist position to a section chief, laboratory chief, and finally assistant director of the division. My transition from the laboratory into science administration became complete with my appointment as Acting Deputy Director of the successor to DBS, the Bureau of Biologics in FDA. The next year, I was named the Deputy Assistant Commissioner for Science of the Food and Drug Administration.

In 1974, I was appointed as Director of one of the National Institutes of Health, the National Institute of General Medical Sciences, the first woman to serve in this capacity. During my tenure, NIGMS has become widely known as the "basic research institute" among the NIH institutes, and has gained international recognition for the excellence of its research and research training grant programs in such areas as genetics, structural biology, cellular and molecular biology, pharmacology, and biorelated chemistry.

We are pleased that our grantees have won Nobel Prizes for their contributions to the development of recombinant DNA technology, discoveries concerning the regulation of cholesterol metabolism, and important advances in our understanding of fundamental chemical processes.

As I look back, I am convinced of the importance to my career of the training I received, both while serving in the Federal sector and while being supported by a Federal fellowship. Thus, I rededicated the commitment of my Institute, NIGMS, to the training of future research scientists.

Two specialized training programs of the Institute are very important. A considerable effort is aimed at increasing the number of minority scientists engaged in biomedical research and in strengthening the science curricula and research opportunities at institutions with substantial minority enrollments.

Beginning in fiscal year 1990, my Institute will have the largest program at NIH committed to enhancing opportunities for minorities to participate in biomedical research.

In statements made by Dr. James Wyngaarden, physician researchers are considered an endangered species, and we must have highly-skilled, creative individuals trained to fill the acute need for large numbers of them to enter clinical research now and in the future. My Institute supports the training of such individuals.

Over the years, I have been asked to take on additional duties of an interinstitute and interagency nature. For example, in the 1970s, I served as chairperson of a study team that examined the peer review system by which NIH obtains evaluations of the scientific merit of the more than 20,000 research grant applications it receives each year.

The recommendations of my study team markedly increased the effectiveness and accountability of the peer review system, and it is emulated by organizations and governments that support scientific research throughout the world.

I have also been involved in an extensive study by the U.S. Public Health Service of women's health issues, first as chairperson of a task force, and now as head of a coordinating committee on this subject.

Finally, I was appointed by the Secretary of the Department of Health and Human Services to a congressionally-mandated U.S. Government Task Force on Women, Minorities, and the Handicapped in Science and Technology, which recently issued a report entitled "Changing America," which outlines the problems and makes recommendations related to the economic imperatives that this country faces and that require it to increase the number of competent minorities and women in the sciences and engineering.

The many contributions of NIH employees to the advancement of knowledge that has an impact on the prevention, diagnosis and treatment of disease are well recognized by the scientific and academic communities.

There are many employees who deserve great recognition, and I am proud to be part of such an august group.

As I hope my testimony here today has shown, my career at the National Institutes of Health has been marked by an unwavering dedication to scientific research and to those who do such research, as well as a deep concern for improving the public health.

I am grateful that, through the civil service, I have been able to pay back my moral obligation to the government which supported my training, and that I have been able to make contributions to science, medicine and society as a whole.

Thank you, Mr. Chairman. I would be pleased to answer any questions.

[The biographical sketch of Dr. Kirschstein follows:]

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BIOGRAPHICAL SKETCH--RUTH L. KIRSCHSTEIN, M.D.

Dr. Ruth L. Kirschstein's distinguished career as both a scientist and administrator in the U.S. Public Health Service (PHS) has spanned a period of 31 years. A trained pathologist, she made a series of highly significant contributions to biomedical research between 1957 and 1972 as a result of her laboratory work in the Division of Biologics Standards (then part of the National Institutes of Health; later transferred to the Food and Drug Administration and first renamed the Bureau of Biologics and then the Center for Drugs and Biologics). She has over 70 research publications to her credit.

Among her most notable scientific achievements was the development, refinement, and application of a "monkey safety test" that provided a means for assuring the safety of viral vaccines such as those for polio, measles, and rubella. It was largely as a result of the studies carried out by Dr. Kirschstein and her staff that the "Sabin strains" were accepted as being the most suitable for the oral polio vaccine. The impact of the vaccine's subsequent use was dramatic: it virtually eliminated a disease that only a few years earlier had struck 37,000 people annually.

Because of the success of her work in this area, Dr. Kirschstein became a recognized authority on the performance and interpretation of monkey safety test results and on the neurovirulence of viruses. On several occasions, she served as a consultant to the World Health Organization on such matters. In addition, her expertise was utilized by many biological manufacturers who requested her help in perfecting their testing procedures.

Dr. Kirschstein has also made significant contributions as a research administrator, first as Assistant Director (1971-1972) and Acting Deputy Director (1972-1973) of the Bureau of Biologics, then as Deputy Associate Commissioner for Science of the Food and Drug Administration (1973-1974). Since 1974, she has been Director of the National Institute of General Medical Sciences (NIGMS), one of the National Institutes of Health (NIH).

The first woman to serve as an institute director at NIH, Dr. Kirschstein has provided strong scientific leadership for NIGMS' research programs, which make over 3,000 grant awards each year. She has facilitated coordination and collaboration with other NIH components, federal agencies, and private organizations, and has engendered solid support in both the public and private sectors for the basic biomedical research and research training activities of the Institute.

Under Dr. Kirschstein's direction, NIGMS has gained international recognition for the excellence of its programs in such areas as genetics, structural biology, cellular and molecular biology, pharmacology, and biorelated chemistry. She promoted the establishment of a critically important resource for genetics research, a nucleotide sequence data bank known as GenBank® that has a pivotal role in efforts to sequence the human genome. She also strengthened the Institute's commitment to its other major research resource, the Human Genetic Mutant Cell Repository. Cells from this repository are playing an increasingly important role in research on genetic diseases.

In addition to her support of the Institute's general research training activities, Dr. Kirschstein has overseen the expansion of two specialized training efforts. The Minority Access to Research Careers Program, which was formally established in 1975, aims to increase the number of minority

scientists engaged in biomedical research and to strengthen science curricula and research opportunities at institutions with substantial minority enrollments. The Medical Scientist Training Program, which was created in 1964 but has grown rapidly during Dr. Kirschstein's tenure, seeks to reduce the nationwide shortage of physician-researchers by enabling highly qualified students to obtain a combined M.D.-Ph.D. degree.

Shortly after becoming NIGMS Director, Dr. Kirschstein was asked to chair a study team that was charged with thoroughly examining the NIH grants peer review system, identifying its strengths and weaknesses, and making recommendations as to how it could be improved. Peer review is central to the operation of the NIH grants and contracts program, and it is critical that the system operate both fairly and effectively. Dr. Kirschstein's efforts resulted in a report that was both timely and comprehensive, and many of its recommendations were implemented. Two major changes that resulted from the report were the release of the summary statements prepared following the initial review groups' deliberations and the creation of formal opportunities for applicant investigators to comment on and appeal the review groups' recommendations. Dr. Kirschstein is now participating in a new NIH committee that is identifying and assessing current issues related to peer review.

Other committees and task forces on which Dr. Kirschstein has been an active participant include the NIH Advisory Committee for the Institute of Medicine Study of the Organizational Structure of the NIH (1983-1984), the NIH Coordinating Committee on Manpower (1978-1983), the Fogarty International Center Scholars-in-Residence Advisory Committee (1977-1982), and the NIH Primate Research Centers Advisory Committee (1971-1975).

Dr. Kirschstein currently chairs the PHS Coordinating Committee on Women's Health Issues, which grew out of a PHS Task Force on Women's Health Issues that she headed in 1983 and 1984. In addition, she is a leader in NIH activities related to biotechnology and mapping and sequencing the human genome, serving as chairperson of the NIH Committee on Biotechnology Activities and as a member of the NIH Committee on Characterizing the Human Genome. Dr. Kirschstein is also a member of the Congressionally mandated U.S. Government Task Force on Women, Minorities, and the Handicapped in Science and Technology, and serves on the HHS Executive Development Board.

Dr. Kirschstein was elected to the Institute of Medicine of the National Academy of Sciences in 1982. In 1985, she received the Presidential Rank Award for Distinguished Executives, the highest honor that can be given to a career civil servant. Among her other honors are the Executive Excellence Award for Distinguished Executive Service from the Senior Executives Association (1985); the Presidential Meritorious Executive Rank Award (1980); Superior Service Awards from PHS (1978) and the Department of Health, Education, and Welfare (1971); a PHS Special Recognition Award (1985); and the PHS Equal Opportunity Achievement Award (1983). She received honorary Doctor of Science degrees from the Mount Sinai School of Medicine in 1984 and the Medical College of Ohio in 1986. In 1985, Atlanta University awarded her an honorary Doctor of Laws degree.

Dr. Kirschstein was born in Brooklyn, New York, on October 12, 1926. She received an A.B. from Long Island University in 1947 and an M.D. from Tulane University School of Medicine in 1951. After an internship in medicine and surgery, she took residency and fellowship training in pathology.

Mr. SIKORSKI. You two have done the undoable. You have made speechless a Member of Congress. Your testimony, Mr. Lilly, your testimony, Dr. Kirschstein, has been impressive; some of the best I have heard in 13 years in the State Senate and in Congress.

Hearing Mr. Lilly's testimony, I remember attending a dramatic event where no one applauded afterwards, and some were shocked that no one applauded. Most of us were so appreciative that we were silenced.

With that, I don't have anything other than commendation and congratulations and appreciation. I again thank you for your efforts, and know you will continue doing them tomorrow and the day after, because that is your job.

The gentlewoman from Maryland.

Mrs. MORELLA. Boy, are we proud of you. You are the one that we should get out to talk to various groups, but then that would take you away from scientific research, probably.

I am concerned that we have lost a lot of people, even at the NIH, and as you know, we have cited before Mark Lippman leaving about 3 months ago and taking 40 people down to the Lombardi Clinic. And I guess we have come to the conclusion that probably the fact that there has been such a cap on salaries is the major reason, because I guess that scientific pursuits and experimentation have not been thwarted at NIH.

So, perhaps it is the pay. Would you like to comment on whether you see that as the case? I would like to ask you, too, about morale, as you sense it, among the people at NIH.

Dr. KIRSCHSTEIN. I think in the case of certain scientists, there probably is no question that the pay has a great deal to do with it. It is my experience, over the number of years that I have been working at NIH, that that cannot be the sole factor. There are other factors, and I believe that because he works at the bench every day, Dr. Martin can probably address these better than I can.

I think that one of the things that is important is to assure that the creative spirit continues at NIH, and we do have to work extraordinarily hard to make this possible. The lifeblood of the scientific endeavors are young people, and we must provide them with not only appropriate salaries, but also with all the creative opportunities that are possible to do research that will lead to a continual advancement of our knowledge.

We are in the midst, as I am sure you heard me say when I testified at the Science and Technology Committees about a year ago, of a continuing biological revolution. We have learned an enormous amount, but there is a great deal more to learn, and in order to be sure of that, we have to have young people who come in and continue the process.

Mr. SIKORSKI. May I comment? I think it is important. I served on the Health and Environment Subcommittee and the Oversight Committee on Energy and Commerce, and that basic research that you are talking about that you have been involved in is important, from your kid's standpoint. But it has been—much of what public servants have done have been the absolute bedrock of our international economy.

I mean, we have industries that have been in the forefront, whether it is computers or whatever, because of research that is basic research that has been paid for by American taxpayers and conducted by civil servants and administered by civil servants all over the country.

You have been in kind of the eye of that hurricane and the basic research you were talking about. Your comment reminded me that this is the beginning for our economy, and people praise the private sector, but they—those industries will tell you, without the work you have been doing, they wouldn't have a share of stock being traded on the Exchange or the Federal Reserve, worrying about what the Federal Reserve will do on interest rates.

Dr. KIRSCHSTEIN. I agree with you. The issue, I think, is that we must remain competitive, and we are, I think, in danger of losing that competitive edge unless we can entice young people into basic science and basic research, unless we can improve the education of our young people and inspire them to go into science.

Many of us are becoming concerned about that, and are trying to do something about it.

Mrs. MORELLA. I would agree with you. I think that this committee is hoping to assist in that endeavor, too. Does Congress stultify you in any way? Are there too many regulations? Would you like to comment on the environment that we have had a part in?

Dr. KIRSCHSTEIN. No, I don't think Congress stultifies us at all. We are delighted by the interest of the Members of Congress in the work of the National Institutes of Health. We have been very pleased by the visits by many of the Congressmen who have come to NIH. You, yourself, have been several times. I would like to invite every Congressman to come and see the NIH.

The letter you read in the very beginning, from the woman whose son died at NIH, is I think inspiring and should encourage people to come and see NIH. We would be delighted to have all of you come.

Mrs. MORELLA. Is there anything else that you would suggest that we can do to enhance the environment?

Dr. KIRSCHSTEIN. I think from my vantage point, and of course at this point, I am not working at the laboratory bench any longer, continued support such as you have given us has been crucial. I suspect that Dr. Martin might want to comment on that.

Mrs. MORELLA. Great. It has been sustained support, and we are proud of you. Thank you also for waiting to testify.

Thank you, Mr. Chairman.

Mr. SIKORSKI. Thank you.

The gentleman from Pennsylvania?

Mr. RIDGE. Mr. Chairman, excuse me. First of all, I apologize to you and my colleagues and members of the panel for being late and leaving early. It is a heck of a way to start your remarks. It is one of those days.

I would like to ask unanimous consent to place my opening statement in the record.

Mr. SIKORSKI. Without objection.

[The statement of Mr. Ridge follows:]

STATEMENT OF HON. THOMAS J. RIDGE

Mr. Chairman, I am a public servant. I recognize the work that is required in public service, the sacrifice, the dedication and persistence that is a part of every day life for a public servant. Yet, every day, an article is printed destroying the image of public service throughout our country. Sometimes, I feel outraged, other times, I feel shock. Mostly, however, I feel confused.

The public's perception of our civil service is a conglomeration of those shocking reports. This is not my experience in the public sector. These incidents reported do exist, but they are not the rule. For every incident reported, there are many thousands of employees who are performing their jobs to the best of their abilities. As Mr. Volcker recently wrote in an article entitled "Rebuilding the Public Service":

"The National Commission on the Public Service is interested in continuous effective government. We don't think that can be done without a corps of dedicated, talented and energetic people manning the ramparts of government day after day, month after month, year after year—doing their job during elections and between elections."

I commend the work of the National Commission on the Public Service. Not only for dispelling the myth of an undedicated, unethical public workforce, but for taking us beyond that myth. The Commission draws our attention to the problems that do exist and gives us a basis for dealing with these programs. It is now our turn to take this knowledge and build upon it. The public must be educated on the value of service, the young must be encouraged to view public service as a career goal, and public servants must be encouraged to continue providing the level of performance necessary for an effective government.

I would like to thank the panelists for their participation in this hearing and I look forward to receiving their testimony.

Mr. RIDGE. I would like to make one or two additional observations. There are a couple of things that I would encourage my colleagues from the Legislative Branch to do to more familiarize themselves with the quality of the men and women who work in the Executive Branch and with the agencies.

There is a program, an Executive Fellowship Program, that enables Members of Congress, and it is a rather unique situation whereby men and women who work with these, within these agencies interview Members and come and work for a Member.

And I have had the pleasure of being served and working with two wonderful professionals during the last two years. Last year, I had a woman from the Office of the Comptroller of the Currency, an exceptional professional, and she brought all that experience and energy and intellect to my office, and made my office a better place to work, and hopefully a more productive one.

This year, I have an exceptional professional from the Veterans' Affairs Department, and again, making my office a better place to work and certainly a more productive one. So, I think that we ask you, Doctor, how you look at us, and I think sometimes we ought to pause and take a look at the talents out there and see first-hand, because it is immense. It is dedicated. It is productive. It is great to be associated with people in that capacity.

On a personal note, the very talented acquaintance of mine from law school who worked for the Federal Government for a couple of years, and he was on the Law Review, and may have been editor of the Law Review, and I saw him a few years ago after he had worked in Washington, and he left.

I had seen him a couple years before then, and he was very happy with his work. Clearly, with his academic record and his personality and everything else, the private sector could have given him more worldly advantages, but he was committed. He had a sense of responsibility, a sense of obligation. But even he had a

limit and a breaking point where he said that the aggravation wasn't worth it.

So, I commend you for conducting these hearings, because if you are talking about running a trillion-dollar government, you want as many qualified professionals as you possibly can to help you administer that government, and this hearing and the series of hearings that you are conducting to take a look at this very real problem is certainly worthwhile, and I appreciate your leadership on that issue.

Mr. SIKORSKI. Thank you. We appreciate your leadership. You have been an active advocate for public employees and workers in general, and we thank you.

Thank you, Dr. Kirschstein and Mr. Lilly.

Mr. SIKORSKI. We will bring all four of the next panel up. We have Dr. Malcolm A. Martin, M.D., Chief, Laboratory of Molecular Microbiology, National Institutes of Health; Ms. Marilyn Ross Povenmire, Foreign Service Officer, United States Department of State; Mr. Kenneth Klasinski, Air Traffic Controller Specialist, Federal Aviation Administration Headquarters; and Mr. Gerry Grahn, Pilot, United States Customs Service, Albuquerque Air Operations Branch.

All of your statements will appear in the record as you wish them, as you have submitted them or revised them, and submit them. I ask that you summarize them in 5 minutes, and we will go on.

Hubert Humphrey used to tell the story about himself; he was noted, as you might recall, as being pretty long-winded. He was. His wife, Muriel, has been my counsel and campaign advisor. She tells the story, that once Humphrey was talking on and on and on and on, and he sat down to tremendous applause, and she leaned over and said, "You don't have to be eternal to be immortal."

I think we are much more susceptible to that. But I was just trying to do a transition here. Our next panelist is Dr. Malcolm Martin, Chief, Laboratory of Molecular Microbiology, National Institutes of Health. He has worked for the National Institutes of Health for nearly 25 years.

Currently, Dr. Martin conducts AIDS research and has been responsible for two very important advances against the AIDS virus. Thank you and welcome.

STATEMENTS OF DR. MALCOLM A. MARTIN, M.D., CHIEF, LABORATORY OF MOLECULAR MICROBIOLOGY, NATIONAL INSTITUTES OF HEALTH; MARILYN ROSS POVENMIRE, FOREIGN SERVICE OFFICER, U.S. DEPARTMENT OF STATE; KENNETH KLASINSKI, AIR TRAFFIC CONTROLLER SPECIALIST, FEDERAL AVIATION ADMINISTRATION HEADQUARTERS; AND GERRY GRAHN, PILOT, U.S. CUSTOMS SERVICE, ALBUQUERQUE AIR OPERATIONS BRANCH

Dr. MARTIN. Mr. Chairman, members of the subcomittee, it is a pleasure for me to appear before you today to discuss my nearly 25 years as a member of the scientific staff of the National Institutes of Health. When I graduated from Yale Medical School in 1962, I, like many of my peers, was concerned about two issues: Where I

was going to do my internship, and which branch of the Uniformed Services I should join, since all medical school graduates at the time were obliged to serve their country.

Since I knew I wanted a career in academic medicine, hoping to teach and conduct research at a medical school following my clinical training, I applied to the U.S. Public Health Service with the hope that I would be assigned to one if the basic science laboratories at the National Institutes of Health.

In fact, I was fortunate in being selected, to become a research associate in the National Institute of Allergy and Infectious Diseases commencing in the summer of 1964.

The fellowship training that I received during my early years at NIH convinced me that a career in basic biomedical research would fulfill both my personal and professional needs. Indeed, NIH has provided me a venue to meld my interests in animal virology and molecular biology.

Unlike many other government agencies, the NIH has had a tradition of conducting its business in a scholarly and academic fashion. I and my NIH scientific colleagues are able to attack fundamental scientific problems in a critical, unbureaucratic and apolitical way; in many respects, life at NIH is very similar to that at some of this country's best medical schools and biomedical research centers.

One of the satisfying aspects of working at the NIH has been the opportunity to participate in and thereby contribute to national scientific and health policies. Two such instances affecting me come to mind. In the early 1970s, the technologies of molecular cloning and genetic engineering were in their infancy.

Several scientists, including myself, voiced concern regarding potential hazards associated with this new technology. The initial response of the scientific community to these hypothetical risks was to declare a moratorium on virtually all types of gene cloning experiments.

A major area of concern at that time focused on the molecular cloning of animal viruses and segments of human DNA. Because of my background in these areas and my physical location at NIH, I was asked to conduct a risk assessment experiment in a very high containment laboratory, called a P-4 laboratory, and determine whether the alleged hazards attending gene cloning were a serious problem.

The principal safety issue at that time was whether the bacteria used to generate billions of copies of cloned mammalian or potentially pathogenic viral DNA would pose a risk if an animal, such as man, was inadvertently exposed to this bacteria.

The experiments I carried out between 1977 and 1979 clearly showed that animals such as mice and hamsters were not affected in any way by the purposeful exposure to bacteria harboring cloned DNA.

It was gratifying therefore to witness the revision of the NIH Guidelines for Recombinant DNA Research in 1979 which permitted the blossoming of the gene cloning technology and the emergence of a new growth industry, the biotechnology industry, in this country.

The other hat I wear, that of a virologist, has also led to immense personal and professional gratification during my career at NIH. Since 1977, I have conducted research involving retroviruses. This area of virology had previously been relegated to the esoteric, highly intellectual, and medically irrelevant realm by those interested in human infectious diseases.

However, as you are all aware, the discovery of the Human Immunodeficiency Virus or HIV as the causative agent of AIDS, in 1983, very rapidly altered this view.

Using techniques of molecular biology and classical virology, my staff at the NIAID have recently made two scientific contributions which could tip the scales in our battle against the AIDS virus. First, we have isolated a molecular clone of HIV which has been used to produce the first vaccine against this virus and which is presently being tested in human volunteers.

My position as a staff scientist at the NIH has greatly facilitated the transfer of a new technology, that of gene cloning, from the basic science laboratory to the clinic, and led to the rapid development of a first-generation AIDS vaccine.

Another achievement I am personally proud of concerns the development of a small animal model, a mouse model, to study how the AIDS virus causes disease in an infected individual. The mechanism of disease development or pathogenesis cannot be understood by simply examining virus infected cells in a petri dish.

The answer to the complex question of how HIV causes immunologic or central nervous system disease can only come from animal studies. Unfortunately, there are presently no tractable animal models to investigate HIV pathogenesis.

We, therefore, used molecular biological techniques to create mice which carry a complete copy of the AIDS virus in every cell of their body; these are called transgenic mice. Quite unexpectedly, we were able to create one mouse strain which spontaneously and reproducibly develops an AIDS-like disease, including enlargement of lymph glands and the development of lung and skin diseases.

Careful evaluations of these animals are certain to generate insights into how the AIDS virus slowly and relentlessly causes the deterioration of the human immune system, as well as provide an intact animal system to test potentially valuable antiviral agents.

Prior to beginning this experiment, my colleagues at NIH became concerned about having a suitable containment facility to prevent the escape of such mice during the course of these studies. Again, being at the NIH had a certain advantage.

Following discussions with the NIH Biosafety Committee and the NIH Division of Safety, we were assigned space in the P-4 high-containment facility on the Bethesda campus and began our studies. It should be pointed out that there are fewer than a dozen of such P-4 laboratories in the United States. Having rapid access to such a facility greatly expedited our work.

Thus, you can see my career at NIH has embodied the best of two worlds. I have enjoyed the academic freedom typical of some of our best universities to conduct fundamental research in areas that I find intellectually satisfying.

On the other hand, I have been able to make contributions in areas that impact on scientific and health policies in a way that

benefits my professional colleagues around the country or, more personally, permits the very rapid development of a fundamental approach, as was the case with the AIDS transgenic mouse system, to address a medically important health problem. There are few places in the United States, or the world for that matter, where one can achieve this type of job satisfaction.

Thank you. I will be happy to answer any questions you have.

Mr. SIKORSKI. Thank you, Dr. Martin.

Before we have questions, we will finish the panel. Ms. Marilyn Ross Povenmire is our next witness. She has spent 32 years in the—associated with the Foreign Service, the last 18 as a Foreign Service Officer herself. She comes from the United States Department of State, and she is here to tell us what it is like to help Americans while traveling abroad, and her position as consular officer and what her government service has meant to her family and herself.

I am told that your daughter contracted polio?

Ms. POVENMIRE. My son.

Mr. SIKORSKI. Overseas. So I am sure that you listened to Dr. Kirschstein's testimony with some personal interest. Welcome.

STATEMENT OF MARILYN R[illegible]S POVENMIRE

Ms. POVENMIRE. Thank you.

I would like to try and explain three things about the Foreign Service: Why it is more than a job, it is a way of life; why it is frequently traumatic; and why I and others find it a rewarding career.

Many people work hard at their jobs. Foreign service requires hard work and requires this in a foreign environment. Indeed, as representatives of the United States, we are on duty abroad 24 hours a day. We cannot leave our responsibilities at the office; they extend into our friendships, our outside activities and our family life.

Part of the job is moving frequently, reestablishing yourself and your family in a new place, only to move again. My husband and I have moved our household 16 times in these 32 years. We spent 24 of those years abroad. It is difficult to establish roots in a place or develop long term friendships. The roots have to be in the family, hopefully a strong family, because otherwise the children particularly will flounder.

Our four children, all adults now, fortunately have turned out well. In some ways they suffered from the uprooting. They attended a total of 33 schools before finishing high school. In some places I had to teach them myself, because there was no good alternative. They did not share the common experiences of most American school children, they have a different view of the world, but they also profitted from the overseas experiences they had.

In much of the world, health and medical care standards are inadequate. Our son contracted polio in Africa, but luckily had received sufficient vaccine that there was no lasting damage. Despite the malarial suppressants we all took, I came down with malaria and have had four attacks of it. We had cases of dysentery, para-

sites, and tropical boils. My youngest daugher was born in a hospital that lacked even a hot water system.

There is another problem faced for Foreign Service families and that is lack of career opportunities for the spouses. They are talented educated people who want the satisfaction of a good job and that second pay check which is so welcome when college tuition bills come flooding in.

For me the opportunity to pursue a Foreign Service career came in the early 1970's when the Department of State changed its policy on working spouses. The Department agreed to accommodate what we call tandem couples. In 1971 I took and passed the highly competitive examination for the Foreign Service. Since then I have been assigned as a consular officer in Caracas, Nicosia, Lisbon, Sao Paulo and Rome, plus two assignments to Washington.

The work of the foreign service is frequently traumatic. The work itself is frequently traumatic, especially the job of a consular officer. This is my area of expertise.

We have to make tough decisions. As visa officers we receive each year applications to visit or immigrate to the United States from 11 million foreigners. More foreigners come into contact with consular officers than with any other official representatve of the U.S. We have to screen out those whose presence in the U.S. might be dangerous or otherwise undesirable. Except for the immigrants who qualify under our law, we are unable to issue visas to many applicants who seek a better life in the United States. It is a trauma at some posts abroad to face long lines of desperately hopeful visa applicants each morning, knowing that you have their fate in your hands and you will have to turn many of them down.

The principal responsibility of our consular officers is to provide assistance to American citizens overseas. Frequently citizens asking for help face an emergency situation, and everyone, the Consul included, is under stress.

One Thanksgiving, I was at the bedside of an elderly American evacuated to Caracas from a ship on the high seas because of advanced gangrene in his leg. I collected his belongings, listened to his instructions, and comforted him as they prepared to amputate his leg. I helped him fill out the Spanish-language consent form. Unexpectedly, he survived the operation and headed home expressing his thanks to that red-headed consul.

I traveled far inland in Brazil to the Bolivian border for a series of visits to Americans jailed there on drug charges. In Portugal and Italy, too, I assisted prisoners to contact their families, arranged for attorneys, attended their hearings, brought them food and other supplies to make their days in jail less dreary.

Why, you might ask, spend such effort on criminals? Because they are U.S. citizens and have basic human rights which are often not respected abroad. Without the consular visits, torture and other mistreatment could occur.

So, even a hammer murderer, one of my prisoner cases, received the consul's attention. In three other cases, innocent Americans were sent to jail because of a faulty drug test on their luggage at the airport. They were finally released because I insisted that the authorities conduct a new test in a properly equipped laboratory.

Consuls search for Americans who are missing. They assist the destitute and the mentally ill, and they make the final arrangements for those who die abroad.

In Rome, as Chief of American Citizens Services, I was the consul responsible for sending Leon Klinghoffer's body home after he was brutally murdered during the hijacking of the Achille Lauro. We held a solemn ceremony at the Rome Airport and draped his coffin with an American flag.

A few months later, I rushed back to that airport because of a terrorist attack. Among scores of others, the terrorists killed five Americans there, wounding 15 others. After searching through the city morgue and the hospitals, I notified the families, carried out their wishes to have the bodies shipped home, and attended to the wounded until they recovered.

A trauma like that stays with you for a long time. I had nightmares for months. I still remember receiving from the police and handing over to the family the watch and the Mickey Mouse earrings belonging to an 11-year-old American girl killed at the Rome Airport.

I can tell you that your consular officers not only work hard, but they also care very much about the citizens they are responsible for assisting. Still, no matter how hard you try or how much you do, your mind dwells on what else might have been done.

I had an early experience with real danger in Cyprus following the Turkish invasion and the assassination of our Ambassador. When I arrived in Nicosia, I found a wing of the Embassy on fire and the building full of tear gas used to fend off rioters. A piece of shrapnel was pried out of my office door, and I wondered about snipers as I walked to and from the office. Much of my work there involved crossing the no-man's-land and the road blocks to take care of Americans and protect their property under the extraordinary conditions in northern Cyprus.

Since the 1970s, danger has become an increasing aspect of service overseas. Seventy-three of my colleagues have been killed, others have been held hostage, one was here today, many of them I knew. This is our latest trauma. More Foreign Service people have been killed abroad since 1970 than in the preceding 180 years since the founding of the State Department.

Having heard about the hard work, the stresses and the trauma, you may wonder why anyone would follow a career in the Foreign Service. I cannot say for its monetary rewards. You have to enjoy, as I do, the opportunity of living in foreign places and meeting new people from all walks of life. You find it rewarding to learn their languages to better communicate with them. You take great satisfaction in contributing to our foreign relations.

I remember, for example, 1975 was a crucial time in Lisbon. We observed developments following the Portuguese revolution when the country was almost taken over by the Communists. My husband, a political officer, made a real contribution by keeping in touch with and encouraging the democratic elements. We had served in northern Portugal previously. We knew the country, the language and the people well. This helped me, too, to assist apprehensive Americans residing and traveling in Portugal at that time.

In my current job in the Office of the Assistant Secretary of State for Consular Affairs, I develop policy for, monitor and coordinate consular activities around the world. The numbers and variety of these activities are amazing, as is the dedication of the people who perform them.

While we are continually seeking ways to improve, my colleagues and I are inspired by knowing that we make a difference in people's lives and we make a difference for our country.

Mr. Chairman, I would be pleased to answer any questions you might have.

Mr. SIKORSKI. Thank you.

I wish the next politician who wants to bash civil servants would read your testimony first.

Our next witness is Mr. Klasinski, an air traffic control specialist at the Federal Aviation Administration Headquarters here in Washington. Mr. Klasinski is part of the subcommittee's attempt at more affirmative action for Polish people. He has been an air traffic controller at O'Hare Airport, among others.

Mr. Klasinski, the subcommittee wants to thank you for appearing this morning on such short notice. We are pleased that you could make it, and thank you for your testimony.

STATEMENT OF KENNETH KLASINSKI

Mr. KLASINSKI. I have been with the FAA for 10.5 years. My career has taken me to Dayton International Airport, Chicago O'Hare International Airport, and my present position at FAA Washington Headquarters, located at 800 Independence Avenue.

By definition, air traffic control is a service, operated by appropriate authority, to promote the safe, orderly and expeditious flow of air traffic. This authority, delegated to air traffic controllers, through the Federal Aviation Administration, working in control towers and darkened radar rooms, orchestrate the flow of air traffic.

An aircraft never takes off or lands, never climbs, descends or turns, nor even taxis to or from the terminal gate without precise instructions from air traffic controllers. It is like a three-tier chess game, played at high speed.

Air traffic controllers are men and women dedicated almost beyond the ability of any outsider to understand, who are individually responsible for more lives during each work shift than is a surgeon during his entire career.

I worked at Chicago O'Hare for 5 years, from 1983 to 1988.

Chicago O'Hare International Airport holds the treasured distinction of being the "world's busiest." This fact alone is probably the single most common denominator for my colleagues and me choosing to work at O'Hare. O'Hare air traffic controllers continue to control over 3,000 aircraft through the airport and air space each and every day, effortlessly. To an onlooker, it is a moving miracle; to an O'Hare controller, it is just another day at the office, an FAA office.

One measure of the success of O'Hare air traffic controllers is found in the sentiments of air carrier flight crews, flying in and out of O'Hare on a regular and sometimes daily basis. Their ac-

claim, heard over and over again, is that the abilities and high level of competence of O'Hare air traffic controllers is second to no one. Their professionalism is without question. Most important and gratifying is the resounding acclaim that O'Hare air traffic controllers, working at the busiest airport in the world, are the very best in the industry. In this they take great pride.

The Federal Aviation Administration has published a plan to modernize the air traffic control system over the next 20 years. The plan, called the National Airspace System Plan, calls for implementation of the Advanced Automation System, which entails new hardware and software to be used in air traffic control. The Advanced Automation System is scheduled to be implemented in the 1990's.

In addition to incorporating functions of and enhancements to the currently-fielded air traffic control system, the Advanced Automation System will accommodate a collection of automation capabilities known as AERA, Automated En Route Air Traffic Control.

In my current position at FAA Headquarters, I work with the Advanced Automation System. Specifically, I am responsible for the operational expertise input to AERA. This operational expertise is provided through a team of field air traffic control personnel. Like me, they draw from their knowledge and everyday experiences as an air traffic controller to ensure the operational reasonableness of AERA.

The events of August 3, 1981, and the issue of "stress" are two popular topics of discussion associated with the field of air traffic control.

Air traffic controllers stole the headlines the week of August 3, 1981. PATCO, the Professional Air Traffic Controllers Organization, representing 85 percent of the then-17,500 controllers, veered way off course launching an illegal strike. By mid-morning of that day, Ronald Reagan summoned reporters and photographers to the White House Rose Garden.

To quote the President from an August 17, 1981 Time Magazine article, "Government has to provide, without interruption, the protective services which are government's reason for being." I was one of four air traffic controllers at Dayton International Airport who wholeheartedly agreed with the President and the FAA.

Just how stressful is an air traffic controller's job? Again, to quote Time Magazine, August 17, 1981, "The short answer: Very, but by no means uniquely. The long answer: Stress may be what makes the job, and perhaps the people who hold it, a bit more interesting than most."

Being an air traffic controller, there is really nothing quite like it. Only as civil servants, through the Federal Aviation Administration, are we afforded the opportunity and the tools to provide the country with an air traffic control system second to no one.

Thank you.

Mr. SIKORSKI. Thank you.

Our final witness in this panel is Gerry Grahn, a pilot with the United States Customs Service, in Albuquerque, New Mexico, here to tell us about his work in the drug interdiction efforts of the Federal Government. He came here last night and was writing his tes-

timony this morning, typed his own testimony up and we appreciate the effort that you have made.

Let me at this point compliment you, members of this panel, the last four, the six-member panel. You four, as well as the other two, rank in that hero category. You all could be listed as many of your colleagues in that category. Next time there is a debate and I am asked, I will cite all of your names.

Mr. Grahn was the recipient of the Secretary's Certificate Award during 1977. He has received eight special achievements awards and quality step increases and the incentive awards, not to mention a bunch of letters of commendation.

We are pleased to have you before the subcommittee this morning. We appreciate your great efforts and the efforts of the Customs Service to get you here and to allow you to testify. Thank you for coming.

STATEMENT OF GERRY GRAHN

Mr. GRAHN. Thank you, Mr. Chairman and other members of the committee. I am honored to appear before you to discuss my career as a United States Customs pilot and to represent all the other dedicated employees of the Customs Service.

My present position is that of a Senior Customs Pilot attached to the Albuquerque Aviation Operations Branch.

I grew up on a farm in northern Minnesota on the Canadian border. In 1969, I enrolled at the University of Minnesota in Duluth. During this time, a pilot friend of mine introduced me to flying and began instructing me for my private pilot's license.

After three years of college, a wife and a new son, I found myself financially unable to continue with my studies and decided to search for a full-time career. I answered an ad in the local paper placed by the Civil Service Commission that said, "See the world; be a sky marshal."

I completed the necessary testing, paperwork and interviews, and much to my amazement was called in January of 1972 with an appointment to the Chicago office.

I entered the service as a GS-4 and served my first year as an armed guard flying aboard U.S. commercial carriers, worldwide, in the anti-hijacking program. With the implementation of the existing ground security program, the Skymarshal Program was discontinued, and I was then transferred to the ranks of the U.S. Customs Patrol Division.

I served as a Customs Patrol Officer in the Chicago area, working the Chicago O'Hare Airport, the waterfront, and rail yards. In 1973, the Customs Service began to open patrol offices along the Mexican border in response to the high influx of narcotics being introduced into this country via the southern borders.

The later part of 1973, I was sent on a special assignment to Nogales, Arizona, to patrol the Arizona-Mexican border. It was there that I developed a special friendship with an officer by the name of Charles Bokinski. Bo and I spent many nights together sitting in a car watching the border in Montezuma's Pass. Bo, his partner, Dixon, and a smuggler were killed in a gun battle three months

after I left Arizona to assist in opening the patrol office in McAllen, Texas.

During my three years in the patrol in McAllen, our office had the distinction of setting numerous records for narcotic arrests and seizures. One that comes to mind was the record seizure, for the Mexican border, of 12,221 pounds of marijuana that two other officers and myself seized at 2:00 in the morning coming off the Rio Grande River.

Unfortunately, the record lasted for only a short while, as the Nogales, Arizona office seized 19 tons a couple of months later. The seizures in the McAllen office averaged over 1,000 pounds of marijuana a week the first year that we were open, due to the hard work, long hours and dedication of the officers assigned. During this period, I was able to build my flight hours as I was assigned to our patrol aircraft the majority of the time.

In 1977, I applied and was selected for a Customs Air Officers position with the El Paso Aviation Branch. My first assignment was to Albuquerque. The Customs Service recognized the fact that there was a need for an aviation interdiction force to counteract the tremendous increase in the use of aircraft for smuggling, due to the pressure we had applied on the smuggling community on the land and sea borders. Two other offices and myself opened the Albuquerque Air Unit Office in February 1977.

During my tenure as a Customs Air Officer in Albuquerque, our small office, with very limited resources, was able to achieve national recognition for cases, seizures and arrests, due to the cooperation with other agencies, hard work, long hours and dedication displayed by the officers that had been assigned to this mission.

It has been these results that have justifiably supported the growth of the Albuquerque Air Unit from a small three-man office to its present-day branch status with approximately 65 officers and 10 aircraft.

In 1981, I finally realized the goal that I had set for myself back in McAllen, Texas as a patrol officer. I had acquired the necessary flight hours and ratings to become a Customs pilot. I was subsequently appointed the position and was the only Customs pilot in New Mexico until 1985, when the Aviation Branch nationally began to grow due to the increased funding by Congress to help stem the flow of illegal drugs into the United States.

October 14, 1984, as I walked into the house with my newborn son from the hospital, the phone was ringing. It was the office calling to inform me that my long-time friend and Customs pilot, Morley Miller, had just been killed in his Cobra helicopter while on special assignment at Fort Stockton. I may have been with Morley that day, for I was scheduled to be on that special assignment with him, but was cancelled due to my wife's imminent delivery.

1986 brought my final goal, that being the position of Senior Customs Pilot. The Albuquerque Aviation Branch took delivery of a Piper Cheyenne with the F-16 intercept radar and forward-looking infrared systems on board. I was selected as one of the PIC's for this aircraft.

In February of this year, the Cheyenne was replaced with the Cessna Citation, which also has the F-16 radar and FLIR equipment, but is a jet with a much greater speed capability.

The primary duty of the Customs Aviation Branch is dedicated to the interdiction of smuggled merchandise and contraband and the detection and apprehension of violators of Customs and related laws. Customs Senior Pilots fly as pilot in command of high-performance aircraft with integrally complex mechanical, hydraulic and electrical systems.

These aircraft carry expensive and very sophisticated sensors and radar equipment. We fly covert acquisition, high-speed interception, and subsequent pursuit of other aircraft which have been identified as suspected violators of laws of these United States.

We fly under some of the most adverse conditions over unfavorable terrain, at night, and during minimal weather which requires operation of the aircraft solely by reference to instruments, in order to identify them.

After detecting and interdicting suspected smugglers, we conduct searches of aircraft, vehicles or persons under the provisions of Customs laws. Upon locating contraband, we effect appropriate seizures and make on-site arrest of violators. We are responsible for the collection and preservation of seizures and other evidence until delivery to the designated repository can be made.

We must write concise, comprehensive reports of interdiction activities, which will be forwarded to the appropriate investigative agencies, which may become the basis for prosecution. We must testify under oath before Grand Jury and Federal Court proceedings, as well as certain civil hearings and, I might add, in front of Congressional hearings.

Another very important function of the Aviation Branch is the support we offer to other Federal, State and local law enforcement agencies in enforcement and humanitarian endeavors, i.e., the daring helicopter escape from the New Mexico State Penitentiary and the rescue of the shooting victims from the Rio Grande River in the Texas Big Bend Park this last spring.

We in the Customs Service—we meaning inspectors, agents, marine officers, aviation officers, and all other Customs personnel that support the Customs mission—are proud of what we do and stand for. We strive to be the best in our field. With the continued support of our Congress and the American public, we can be even better.

I thank you, Mr. Chairman. I will be happy to answer any questions the subcommittee may have at this time.

Mr. SIKORSKI. Thank you. We have had the privilege of hearing from employees who represent some of the best the government has to offer. Like millions of other civil servants who work for America, they deserve our respect and gratitude. You are heroes. We have heard from someone who saved a child from disease, and saved a child trapped by the earth, who made great advances against the frightening disease called AIDS, who has stopped drugs from reaching our kids, guided planes we fly to a safe landing, and helped Americans when they got into trouble in foreign lands.

Thank you all for these efforts. We know now, and I expect that the subcommittee will put together your testimony, send it under the names of the members of the subcommittee to the editorial boards in this Nation, and hope in some small way we can ripple out your wonderful testimony today, because we know that it is

Federal employees, civil servants, bureaucrats, who educate America, defend America, cure America and counsel Americans abroad, who enlighten America, and who have shared Americans' joy and spread the pain.

You deserve our praise and our thanks, and you have that of the subcommittee. Thank you.

[Recess.]

Mr. SIKORSKI. The subcommittee will come back to order. We thank you. The last, but certainly not the least panelist today is Mr. Jerry Shaw, the Founder and Chairman of the Public Employees Roundtable; also, the Founder and General Counsel to the SEA, the Senior Executive Association.

Mr. Shaw is with us this morning to talk about the Public Employees Roundtable and its efforts to improve the public's perception of civil servants. They include videotapes to coloring books. At the end of his remarks, we will have an opportunity to see a portion of the videotape that the Roundtable has put together.

STATEMENT OF G. JERRY SHAW, CHAIRMAN, PUBLIC EMPLOYEES ROUNDTABLE, ACCOMPANIED BY JOAN KESTON, EXECUTIVE DIRECTOR

Mr. SHAW. Thank you, Mr. Chairman.

I would like to introduce Ms. Joan Keston, the Executive Director of the Employees Roundtable, and who is commonly known as the spark plug behind most of the activities that the Roundtable carry out. She knows more about the everyday things, so that if we get into any questions, she can assist.

The Roundtable is a coalition organization, it is not a membership organization. As its members it has 27 public employee professional management organizations and one or two smaller unions. We have invited unions to participate. Some of them have and some have not.

We started in 1982 in response to what we perceived to be a real problem with the image of public service in this country. That grew out of talks that some of us had given at high schools and kids just were not interested in government employment and told us stories about their parents and their brothers and sisters and stuff who worked in governmental agencies who were ashamed of what they did or felt badly about it or were angry all the time at the kinds of digs they took in the media.

We started with eight organizations. We have grown to 27. We now have over 47 associate member organizations who are government agencies, individual government agencies. And the thing that has held us together is a very, very simple mission, which we all agree on. That is, first, to educate the American public about what public employees do and, in order to try to do that, we have made videotapes, we have sponsored programs which identify excellence in government operations at the Federal, State and local level.

Each year, we have an award for the best Federal program, the best State program, the best municipal program, the best retiree volunteer program, and one for students in our volunteer programs which we give out at our breakfast of champions. We have had five new breakfast of champions attended from people all over the

country. We even got a little Wheaties box that they allow us to use.

It is just amazing at the kinds of things that are done in this country that no one stops to think about, let alone knows about. The second part of our mission is to help public employees with their personal image and to promote esprit de corps. Many public servants frankly get very down on themselves and down on their profession because they have been criticized so much.

And we decided that we had to help them understand what their co-worker down the hall was doing so they could quit criticizing them, and the co-worker would quit criticizing the other individual, and they would understand the importance.

So, we have set out to do that, and one of the ways that we do that is through the Public Service Recognition Week, which we sponsor every year. The first Public Service Recognition Week is held in the first week of May. The first one was 4 years ago, I believe, and we had little events in two or three cities around the country, and proclamations around the States.

We had a major event on the Mall this year, and on the mall in New Orleans. We had celebrations, a rodeo with public employees in Utah. We had major celebrations in every State of this Union, proclamations by Governors and Mayors, various activities that were carried on.

This allows the public agencies, the President's Council on Management Improvement worked closely with us on this, and was a spark plug for many events. We put out a How to Celebrate Public Recognition Week book which we distributed throughout the country, and we had just a tremendous celebration this year, and it is growing each and every year.

The third part of our mission is to promote public service careers for young people. We are working with the educational system. Joan is working with a number of groups to put together a coloring book for elementary school kids. We have given over $47,000 in individual scholarship grants to students and undergraduate and graduate programs.

We are delighted about the Volcker Commission's recommendation for 1,000 scholarships for those interested in public service, and we commend that to you and support any legislation that would promote that.

We sponsored for the first time this year the National Forensic League Competition, a national competition which was held in Denver, which Joan attended. There were 1,700 kids and teachers there, and we developed a debate topic and extemporaneous speech topics on public service and the various elements of public service for that extemporaneous speech competition.

We have done this with little or no money. We have gotten a lot of in-kind services and a lot of donations, and those donations and in-kind services have come from such organizations as Blue Cross-Blue Shield, a Federal employee program that funds our newsletter. Most people don't know about it, but they do. They fund the announcements of the Public Service Recognition Week. They sponsored the videotape which you will see, which is called, "The Difference You Make," which is a depiction of various careers and the

people in them in various State and Federal and local service, and why they went into those that we use in educational programs.

GEICO Insurance Company donated a $22,000 automobile to us free this year, so that we could raise some money for our scholarships. PHH Home Equity in Mt. Vernon Realty have given us money for scholarships, and Arthur Young and Company did this last year.

We are developing a Profiles in Public Service document which will, by agency, show how major agency programs are implemented, starting from the top on down through. We had our first international conference this last year, and so many other things, Mr. Chairman, that I won't bore with you, especially on a shoestring.

We are proud of what we have been able to accomplish, and there is much more that needs to be done. Public employees are constantly badgered every day in the media with the alleged failures of those in public service. The frustrations of the American people are very real. But that is because they do not have a factual base of accomplishments against which to balance their frustrations.

We believe strongly that we must reach into the schools at the elementary, secondary, high school and college level to educate our young people. Beyond the schools, we must find a way to get the positive things about public service that happen into the media.

It is my personal belief that in many instances, the only way we can do that is to find money to pay for a positive informational campaign. I think the military services did that extremely well after Vietnam, of which I was a veteran of that war. It was tough in this country to wear a uniform in public, and the military did an excellent job of turning that around, and I think we need to try to undertake the same kind of effort.

Current events in Europe and Asia prove that people yearn for participation in their government, even when they are not sure what it all means. If we do not accept the obligation to ensure that the American people know the benefits of the democratic system, then we may have to accept the anarchy and disruption that will arise from the belief of many in this country that our system does not work. That is not to say that we are perfect, Mr. Chairman.

We must continue to look at what we do and what works and what doesn't. And we must correct the programs as well as the individuals who fail to live up to the standards that should be expected of them.

We also accept that responsibility and we will work with you and with OPM and others on that aspect also. We welcome the recognition and support of the Volcker Commission and the weight that that distinguished group has given to the issues involving public service today.

We specifically commend to you the advisory council that Mr. Volcker spoke of this morning, and we would like to have the Roundtable either have a delegate to that group or be involved with that organization. I guess that is probably as good a summary as I can give you without boring you to death.

[The statement of Mr. Shaw follows:]

IMPROVING THE PUBLIC IMAGE OF THE CIVIL SERVICE

PRESENTED BY

G. JERRY SHAW
CHAIRMAN Public Employees Roundtable

Mr. Chairman, Thank you for the opportunity to testify before your subcommittee today. We commend you for holding hearings on this most important subject; one which impacts on every aspect of our government.

The Public Employees Roundtable is a coalition of twenty-seven professional and management associations which represent the interests of public employees. We started the Roundtable in 1982 because we recognized that serious problems existed in this country. First, the public was gaining an increasingly skewed and false view of the quality of services performed by public employees. Second, because of the negative message being delivered to the public, public employees were losing their pride in the duties they performed. Third, those about to graduate from the high schools and colleges of this country had lost their interest in public service; and, when questioned, repeatedly told us that because of the negative image of public employees they did not perceive public employment as a career alternative. They also cited the negative self-perception that public employees whom they personally knew had.

In response to this information, we began by calling a meeting of all the public employee organizations we could reach. The result was the formation of the Roundtable. We began with eight associations representing a few thousand members and now have increased our membership to twenty-seven organizations which

have as members more than 950,000 active and retired federal, state and local employees. We welcome the participation of all public employee groups, whether union, management or professional organizations. In addition, we have over forty-seven associate members to PER, which are individual government agencies, who work with us.

We decided at our initial meeting that while the associations may have differing views on specific issues, we could all agree on a mission for the Roundtable. That agreed upon mission is three-fold.

First, we wanted to educate the public about what public employees did. We perceived a tremendous lack of knowledge in this country about the everyday services that were provided citizens by public employees. Many of them never stopped to think about where their clean drinking water came from, where their sewage and garbage went, where their social security checks came from, who maintained their national parks, who performed research and often found cures for their most feared diseases, and so forth. So we all agreed that we had to begin an educational effort.

Second, we recognized that public employees themselves, because of the continued "bureaucrat bashing" and negative stories in the media had, in many cases, begun to doubt their own

self-worth and the value of what they did for our society. So we agreed that we would educate public employees about the value of their services and those of their fellow employees, promote esprit de corps among public employees, and in the long run improve governmental services because of the increased pride that would result.

Third, we knew that those in the public service profession had the obligation of encouraging qualified people to get into the profession. We must assure that after we have gone, we have helped to provide for the continuity of public service in the future. We knew that many young people were turned off to public service, and those that were not often found it difficult to lend encouragement and assistance to those wishing to qualify for and enter public service careers. So our the third part of our mission was to promote public service careers by whatever means we could.

We have set up a number of programs over the years to accomplish this mission, and I will highlight but a few of them. The remainder are spelled out in attachments to our testimony, which we are providing to you for inclusion in the record.

To help accomplish the first part of our first mission, we established the Public Service Excellence Awards to be given out at the "Breakfast of Champions," an event to take place every

year. The purpose of the Awards is to provide recognition to the most outstanding federal, state and local government agency, retiree and youth group. We accept nominations for these outstanding programs from around the country and honor the winners at our annual Breakfast of Champions. We recognize the team efforts to improve the quality of service delivery rather than the accomplishments of individuals. Our press daily identifies programs and individuals in government who alledgedly fail in their efforts. That seems to be news. It is rare that they ever identify a program that is successful. So we decided that we were going to find programs which work and let people know about them.

In 1988, the Federal Award went to Tenneessee Valley Authority's Residential Branch for aiding hundreds of thousands of households in a depressed economic region with innovative energy conservation and safety programs. Our State Award went to New Hampshire's Toll and Rest Area Attendents for the quality of their services as ambassadors to their state. Their help to visitors ranged from pulling passengers from the burning wreckage of a pickup truck to fixing flat tires for stranded families. Our Local Award went to the Los Angeles County Skid Row Mental Health Service for bringing urgently needed mental health services into the streets to the 7,000-15,000 homeless people who reside in the skid row district of Los Angeles. Our Retiree Award went to Seattle Chapter 43 of the National Association of

Retired Federal Employees for more than 26,000 hours of volunteer service; and our Youth Award went to the Sumter High School Key Club for its contributions to the Community of Sumter, South Carolina. With the help of the entire student body of more than 3,000, the Key Club raised money to send their trainable mentally handicapped class on an all-expense-paid trip to Walt Disney World. This was merely one of their numerous activities, which included support of the Red Cross, the Salvation Army, the American Cancer Society, and others. These kinds of efforts epitomize the daily contributions made by public employees, retirees and young people in our communities, and we decided to recognize them.

To carry out the second part of our mission, we established Public Service Recognition Week during the first full week in May of every year. We established this week in order to allow government agencies and public employee organizations to identify and publicize their work and their people. We did this because we wanted public employees to know that what they did was important and that their agencies and their government believed it to be important. Each year we wanted them to look at what they and their agencies had accomplished in the past year. It also offers government agencies a unique opportunity to educate the public about the quality and broad spectrum of servces that enhance the quality of American life. This celebration has grown from a few scattered lunches and breakfasts in four cities across

the country to a national event with displays on the Mall in Washington, D.C., New Orleans and other cities, and full-blown celebrations in numerous cities in all 50 states of this nation. We have received excellent cooperation and co-sponsorship of our Mall Event from the President's Council on Management Improvement for the last two years, and we are working with them and the Federal Executive Boards and the Centralized Administrative Service Units of federal agencies across the country to plan for next year's PSRW events. As these celebrations have grown, so too has grown the pride that public employees show in what they do and the publicity about their achievements.

To carry out the third part of our mission, our main activity is providing scholarship money annually to those interested in entering into or furthering their public service career. We have given over $47,000 in individual scholarship grants to students in undergraduate and graduate school programs across the nation who have shown an interest in public service careers either now or in the future. Each year, we have an essay topic which the applicants for scholarships include with their application and which are evaluated by our judges before the awards are made. Many of these essays are extremely eloquent, and give us all a great deal of pride and encouragement about our young people today. We have attached a few samples of these essays to this testimony and would ask that they be included in the record.

In addition, this year, for the first time, we helped sponsor the National Forensic League by identifying topics about public service for extemporaneous speech competitions in our high schools, and we provided funding for the awards at the national finals which were held in Denver, Colorado, this last month. It was indeed edifying for our PER representatives to see over 1700 high school students and teachers all talking about public service, what it meant, and recognizing the importance of such service in our society and our democratic governmental processes.

Just as gratifying has been the support of many private sector companies in carrying out the Roundtable's mission. From the first, Blue Cross and Blue Shield Federal Employee Program has provided funding for our newsletter, has assisted us in the preparation and presentation of public service announcements in local media throughout the country, as well as articles about public service. In addition, they sponsored the excellent film "The Difference You Make", which highlights various public service careers and why they chose those careers. GEICO Insurance Company has annually sponsored our Breakfast of Champions and has worked with us primarily to help raise funds for our scholarships. For example, in 1989, they donated an automobile to the Roundtable so that we could encourage contributions to our scholarship fund for students planning careers in public service. PHH/Homequity Relocation Company and Mount Vernon Realty have provided money each year for

scholarships for our young public service aspirants, and Arthur Young and Company did also, in 1988.

Without the support of the private sector, we would not have been able to accomplish what we have. We are deeply grateful to these supporters, because without their commitment to the future many of our planned programs would not be possible.

Many new programs have also been started or are on the drawing board. We are working on a coloring book with other organizations to illustrate, in elementary schools, what public service is all about for our young people in the D.C. area. We are putting together, with the assistance of many of our associate member agencies, a "Profiles in Public Service" document which will show how a program is conceived and implemented at the various levels in each government agency. This year we sponsored, for the first time, along with the President's Council on Management Improvement and the American Consortium for International Administration, our first International Conference on Public Service. We had representatives from six foreign countries, including Canada, Great Britan, Norway, Germany, Kuwait, and France who helped us put together an evaluation of what needed to be done to improve the image and quality of public service throughout the world.

Mr. Chairman, we are proud of what we have been able to accomplish to date. We are proud of our private corporate sponsors who have, without self-aggrandizement, donated money, talent, and products to our effort because they believe that it is important for our community. But we have barely scratched the surface. There is so much more that needs to be done, and so much of it must be done outside the major cities of our country. Without an understanding of our government at all levels and without a knowledge of the value of the services that are provided by government, it is easy for people to believe the worst. They are constantly badgered every day by the media with the alledged failures of those involved in public service. Nightly television, daily newspapers, weekly news magazines, and radio talk shows all concentrate on what is not being done, what is not being done well enough, and what they believe should be done. The frustrations of the American people at these constant reports of failure are very real. But that is because they do not have a factual base of accomplishments against which to balance their frustrations. It is not because the citizens of this country are not wise or intelligent enough to recognize the value and necessity of the services being provided. It is that they don't, in many instances, even know those services exist. We must reach into the schools at the elementary, secondary, high school, and college level to educate our young people about the obligations of a democratic form of government and the services and benefits our democracy provides. We must realize that all of

us have an obligation to each other and that those who have taken up the mantle of public service in order to fulfill their obligations should not be denegrated, but should be praised for those many things they do right. They have to know, Mr. Chairman, and they don't know.

Beyond the schools, we must find a way to get the positive things that happen into the media. It is my personal belief that in many instances the only way we are going to do that is to find money to pay for a positive informational campaign. Even if it is about the most spectacular event, the media does not find it profitable to publicize the good that is done. They find the bad, on the other hand, to be news. But the constant negavitism will eventually have an effect on this country and our democratic system. If people are forever told of the failures, without having knowledge of the successes, they cannot make an informed judgment about our system. If they believe that our system fails at everything that it does, or at least everything they hear about, then who can blame them for saying that the system is no good and we must find a new system of government. In fact, you and I know there has never been a better system in human history than our democracy. Current events in Europe and Asia today prove that people yearn for freedom and for democratic participation in their government even when they are not sure what all that means. If we do not accept the obligation to insure that the American people know the benefits of their

system, then we may have to accept the anarchy and disruption that will arise from the belief that our system does not work.

This is not to say that we are perfect, Mr. Chairman. We must continue to look at what we do, what works and what doesn't. And we must correct the programs as well as the individuals who fail to live up to the standards that should be expected of them. We all accept that responsibility, and we must all work on that aspect also.

In summary, the Roundtable has one simple mission: first, to educate the public about what public employees do; second, to educate public employees about what other public employees do and promote esprit de corps; and, third, to promote public service careers. As long as we stay with this mission and institute programs to carry it out, we will continue to receive enthusiastic support from all the organizations involved, some who compete vigorously on other issues. The Roundtable does not lobby on issues, and the Roundtable does not represent individual employees or the collective views of employees; the Roundtable only serves public employees and their associations by carrying out its own unique mission.

We welcome the recognition and support of the Volcker Commission and the weight that such a distinguished group of Commissioners carries when they recognize the necessity of

improving the public image of public employees and recommend that active programs be undertaken by government to improve that image. We have worked with the Commission, and we will continue to work with the Commission to accomplish our joint goal. We will work with you, Mr. Chairman, to actively support any legislative proposals which will actively carry out the recommendation of the Commission about recognition of the value of public service.

Thank you once again, Mr. Chairman, for the opportunity to provide our testimony. We will be happy to answer any questions you might have.

KIMBERLY BELLAMY

HOW PUBLIC SERVICE AFFECTS THE QUALITY OF AMERICAN LIFE

In one of the greatest countries of the world, America, what enhances the quality of life? I believe the amount and quality of services and/or assistance offered to the American public are the important criteria that has been met and enables Americans to enjoy a more secure and enhanced lifestyle. The assistance and services offered to the people of America can be termed as Public Service.

Public Service jobs are those jobs that are performed to aide those in the public rather than private sector. These jobs include teachers who teach in public schools, police officers whose job is to protect citizens and their property, hospital workers and helpers who enable us to have good health care, and social workers who help those who are unable to help themselves.

Local, state, and federal goverment agencies also perform public services. On all three levels there is a judicial system to ensure that those guilty of offences are trialed and convicted and those that are innocent set free. Agencies at all three government levels offer students summer jobs, internships, and jobs that they can work while still attending school half of the day. In this way they enable the teenagers to work and ensure that they stay off the street, thus performing a great public service. At the local and state level one can acquire monies if they are unable to support themselves or their family. Another public service offered by the agencies at the state, local, and federal level is the service that each individual agency offers i.e., Department of Education, Veterans Administration, and the Department of Human Resources.

Americans are able to lead a more secure life with the knowledge that there is someone other than themselves who will look out for their well-being. There are persons who will see that their neighborhood stays as clean as possible and that their trash is always collected. They know that they are entitled to the protection provided by those who work as police officers. Their children can be enrolled in a public school free from charges. Handicapped individuals are secure with the knowledge that there are adequate provisions that allow them to live an almost normal life. They also know that if they are unable to provide for themselves or their families then they will receive assistance so that they are able to provide.

My name is Kimberly Bellamy. My brother and I were raised in a single parent household by my father. Because of an injury my father was at times unable to perform his duties at his job and often had to rely on a Government Agency (Labor Department) to supply half of his salary. District of Columbia summer jobs and goverment stay-in-school jobs enabled my brother and I to make monetary contributions to the household. Thanks to programs of public service in the District of Columbia and those persons and organizations that set up monies for those in need my family and I were able to maintain a moderate lifestyle.

By meeting the important criteria of the amount and quality of services and/or assistance offered to the American public, lifestyles and conditions in America are enhanced.

RICHARD TOO-TALL

HOW PUBLIC SERVICE AFFECTS THE QUALITY OF AMERICAN LIFE

The quality of American life is synonymous with the quality of public service. Every American's definition of the quality of life requires the inclusion of public service activities. In considering the quality of our lives, we must include government and judicial bodies, clean air, fresh water, waste-water disposal, police and fire protection, paramedics, medical care, educational systems, and the means of governing the production and transportation of food to our markets, to name a few. In other words, public service touches every aspect of our lives.

Look at a new born child. Even prior to his/her first breath, he/she will have been touched by public service systems - on numerous occasions. Irregardless of social status, i.e. wealthy, middle-income or poverty-level, it is certain that the care provided to his/her mother came from physicians who were educated and licensed by public service agencies. Especially important is the essential prenatal and perinatal care that is available to those in the poverty-level class. His/her first shots were the result of public service agencies, either through tax supported or tax supervised private services. Various summer camp programs supported by public service agencies, such as the YMCA or the YWCA affords the child the opportunity for recreation and social interaction. Maintenance of the proper grade level is even taken care of by public service agencies, if the need arises to accomodate the special child who may be handicapped or who has a learning disability. Revenues from various sports such as football, basketball and soccer are often much less than the expenses which are incurred, so, once again, public service agencies step in. Without this critical

public service agency support, a growing teenager's opportunity to develop healthy competitive skills as well as learning the importance of good sportsmanship, would not be available.

When an individual makes the decision to marry, supervision of blood tests, marriage records and even psychological counseling for those under-age is provided by public service agencies. The cycle of public service agency involvement begins once again, with the birth of a child.

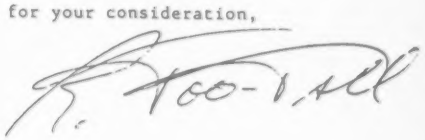
Spouse, parental and/or child abusers as well as their victims benefit greatly from the services and shelters that are offered by public service agencies. The list goes on ad infinitum.

As an aging adult, the Social Security agency plays a vital role in the lives of those individuals who face and look forward to their retirement. A guaranteed income is not the only necessity of the aged. Meals on wheels, respite victims of Alzheimer's disease, hospice for the terminally ill are only a few of the services that are absolutely essential to guarantee the comfort that is so richly deserved by these individuals.

Benefits from public service agencies continue even in the final experience of death. Survivors depend upon assistance with burial, counseling and continued maintenance of their lives.

From the beginning of life, through life, and even after life has ended, public service agencies have an essential role in the American way of life. No part of our lives can exist without the support of public service. It is a necessity for survival. Public service is the thread that holds the fabric of American society together.

Thank you for your consideration,



Mariaelisa Torres

- WHY I HAVE CHOSEN TO PURSUE A GOVERNMENT CAREER -

When I decided to pursue my education, I selected the habilitation and rehabilitation of children with speech and language disorders as my goal. The motivation for this decision was two-fold, on one side my concern for a child's welfare, and in the other, the importance that communication has for humanity. These two considerations made this area the most interesting among the different special education disciplines. If I could help children communicate and make their lives more fulfilling by improving their communication skills, then that would be a tangible demonstration of my love for them.

As I began my work within the public school system, I realized an additional motivation for continued education, this time, from an administrative and supervisory position. My goal? I strongly believe that I will be better able to serve and help children, not at the individual or group level, but through other professionals. Through an administrative and supervisory position, I can expand the scope of my objective by helping a greater breadth of children.

I have concluded from my experience as a speech pathologist in the Montgomery County Public School System that a child's language proficiency improves dramatically with the use of modern diagnosis, thorough and enthusiastic therapy as well as providing a positive and emotionally challenging atmosphere. These are difficult factors for any single individual to maintain, let alone an entire school or program's staff. I have concluded from my doctoral work that staff can, though, provide children with a high caliber, continuing and effective help if they are provided, themselves, with

effective, supportive and enthusiastic supervision. Staff must be encouraged to utilize current techniques as well as investigate new developments in their field. I consider the philosophy that supervisors should provide staff with improved skill and career development as having only positive effects on the individual staff members. A program must also furnish its supervisors with the tools necessary to provide lower level staff with the support they need to achieve their duties. I consider the philosophy that administrators should provide programs with continuing, effective and improved fiscal support also as having only positive effects. Support at these levels, both supervisory and administrative, can positive effects on public special educational programs, their staff and, most importantly, the children that are served by that system.

In summary, I have chosen to pursue a government career because, through these institutions, I can effectively achieve my life goal: to share my enthusiasm and expertise in special education with other professionals so that they can provide these children with the best available education.

David Proshan

Why I Have Chosen to Pursue a Government Career

I am certain about my commitment to serving others, particularly those less fortunate than I. I cannot think of a better way to fulfill this purpose than to pursue a career in government. My most immediate goal is to become an attorney for a public defender's office. I have a strong intellectual interest in both moral and legal philosophy. This interest has generated in me a significant personal concern for the well-being and Happiness of others. Through my experience last summer as an investigator for the Public Defender Service of the District of Columbia, I have a good understanding of what serving the public interest means and of how this endeavor would satisfy me.

I am now completing my bachelor of arts degree at Princeton University, with a major in philosophy. I have been accepted by the University of Oxford to read for a degree in the Honour School of Jurisprudence. This degree (which for me would be graduate study) integrates moral and legal philosophy with the study of more general concepts in law. By following this degree with two years of study at a law school in the United States, I would become a lawyer with an excellent scholarly background in the Common Law which both Britain and America share. I would also have earned an M.A. from Oxford and an American J.D. in the process. I seek a scholarship to help provide for my tuition expenses as a graduate student at Oxford.

At Princeton, I have become particularly interested in moral philosophy. I have thought deeply about laws and the ethical theories behind them. I have also debated quite extensively outside of the classroom about many important issues; I was president of the Princeton Debate Panel, the University's intercollegiate debate team, last year. I traveled as far as Ireland to discuss matters of politics and legal philosophy in the 1987 World Debating Championships. In fact, law, debate, and philosophy have interested me since high school. I would be fulfilled by serving others in the context of a legal system that provides many fascinating intellectual challenges.

My desire to pursue a career in government, however, is predicated on much more

than a simple intellectual interest in the substance of this line of work. The philosophical study and debate in which I have engaged have led me to conclusions which will have far-reaching impacts on my life. My thinking has inspired a great personal commitment to come to the aid of the needy. I have developed a strong conviction, largely through my belief in utilitarianism as a normative ethical theory, that we are all morally obligated to help those less fortunate than ourselves. My life cannot be ultimately purposeful and meaningful if I do not contribute to the well-being of others. It is in governmental service that one can donate one's talents to the cause of needy citizens. Specifically, as a public defender, I would be administering to the personal and legal needs of those who cannot afford such care. I would be using my mind and my conscience to serve those who might otherwise suffer acutely in an uncaring society.

Last summer, I began to understand the nature of such a moral commitment while I was at work for the Public Defender Service for the District of Columbia. As a volunteer intern, I investigated and helped prepare cases on behalf of indigent defendants. I worked closely with a defense attorney who assigned me various tasks that were essential to his representation of the clients. The dedication to his clients that this attorney showed was quite inspiring. We worked together in our attempt to give poor Americans as fair a judicial process as wealthy Americans are afforded. But our service entailed more than just legal representation; we were oftentimes the steady counselor and friend of our clients. This experience laid the foundations for the desire that I presently have to serve citizens in the framework of a government career.

I have chosen to pursue a government career for three very important reasons. I am fascinated by the sort of work that would be required of me. I have personal commitments that would be best fulfilled by such service. And, finally, my previous experience in such duty has provided me with a realistic idea of and a deep-rooted concern for its purpose. A career in government would greatly benefit both me and, I hope, those to whose service I would be committed.

Mr. SIKORSKI. It is very good, and your organization clearly has done a lot with very little. We appreciate it, and you should be commended and we look forward to working with you on these various issues. Are we going to get to see a segment of this videotape at this point?

Mr. SHAW. Blue Cross-Blue Shield Federal Employee Program sponsored this for us. They spent a ton of money.

Mr. SIKORSKI. Where do you show it?

Mr. SHAW. Joan.

Ms. KESTON. The film has been shown all over the United States. During Public Service Recognition Week. It was shown in a number of lobbies of Federal Buildings. Some of the schools have it. We use it as a distribution. Anybody who wants it can order it from us. We sell them for $20, which is the cost of mailing them.

Mr. SHAW. We got them out to the various government agencies.

[Video presentation.]

Mr. SHAW. We did have this beamed via a cable for various pickups around the country. We don't know how many stations picked it up, but it was put out across the country. We are prepared to distribute it, if we can find the money to do it, to all Members of Congress.

This depicts the various categories of the winners of the Public Service Excellence Awards at the Federal, State and local levels. We pick organizations, not individuals, who have done phenomenal jobs. And also various public service careers that people don't see and don't think about every day.

Mr. SIKORSKI. Do you have any questions?

Mrs. MORELLA. I think you are doing a great job, Jerry and Joan. I appreciate it very much. The scholarships, the recognition you have given to Federal employees through the various awards, the breakfast of champions. One of those champions was that youth group that came from my congressional district, and I still have that little Wheaties box on one of my shelves.

Mr. SHAW. You have been there every time with us.

Mrs. MORELLA. And the Federal Employee Recognition Week that you sponsor. I hope it draws many. I think it is remarkable that you operate on private funding.

Mr. SHAW. Each organization pays a little bit monthly, but the total, I think, the total income from the organization is something like $30,000, something like that. And basically, we go beg, and we have been pretty successful at begging, $47,000 in cash, the car from GEICO, the film from these other organizations.

The international conference that we put on, we managed to get a lot of government agencies to send people to, we had representatives from eight different countries that paid to come to the conference, so we were able to fund the conference itself that way.

But everything is kind of on the hook. But people have been absolutely phenomenal at their willingness to be upfront in trying to help us without getting a lot of credit for it, especially the private sector companies.

Mrs. MORELLA. Are you part of the Combined Federal Campaign?

Mr. SHAW. The Board of Directors has made a decision not to do that. They don't want to take money away from other charities that may have charities that are of a direct help to people. They

don't want Federal employees to feel that we were feeding off of them.

So, that was considered and specifically rejected. It would be an excellent source of funding, though.

Mrs. MORELLA. Pretty altruistic of you. Would you like to expand? I mean, do you have hopes or aspirations?

Mr. SHAW. I think our biggest problem is how many programs that we have that are always on the hook, and we get six or eight people that dream up this new program and come to the Board and the Board says, let's go with it and then they just work on it for a year. One right now is the coloring book. They are working with two or three other organizations in putting together this coloring book.

You run into copyright problems and other problems. You want kids, what they are talking about is kids' perception of what public service is about with the different jobs available so we can get it in the schools. Joan knows more about the specifics, but who are the other organizations?

Ms. KESTON. We are working with the National Center for the Arts, which is a D.C. Government-funded group, and the idea will be that this coloring book will be aimed at kids from economically deprived areas to offer an option of careers that we will need in the 21st century:

Computer technicians, laboratory technicians, jobs they can attain, and might not have even dreamt of or heard of or been exposed to in any way. We want to have the coloring book have simple explanations of what the jobs are and like, as a computer technician, you could make the difference in whether the computer works that sends that rocket to space.

And it tells a bit about government programs like stay-in-school or the intern programs. And we are hoping not only the kids, but the parents and siblings in reading the stories will think, there is another way to go.

Mr. SHAW. The other one, Joan has been very active in, and I read in my testimony before you came back, Congresswoman, is that we work with the National Forensic League, extemporaneous speech competition this year, and what they had us do, we raised money to support the organization and pay for the awards.

They used public service issues as part of the speeches. That is what all the debates around the country and the high schools were on, public service, and what it means and the different aspects of it. The finals were in Denver, 1,700 kids and teachers there went out for it, and they were all talking about public service.

So, we will keep that up in the high schools and colleges.

Mrs. MORELLA. Wonderful. A final question: What about staffing? What do you do for staffing?

Mr. SHAW. We get help from government agencies, some of them allow us short-term IPA assignments. We get volunteers out of colleges. We have a couple of interns this year.

Mrs. MORELLA. I wish you continued success.

Mr. SHAW. Thank you. We are hopeful that we will be able to work a lot with Director Newman at OPM, who has said that this is one of her major goals this year.

Mrs. MORELLA. I am encouraged by her directorship and by what you are doing. Thank you.

Thank you, Mr. Chairman.

Mr. SIKORSKI. Thank you.

And Mr. Shaw, and is it Keston? The Amazing Keston. Thank you both for being here, and the Roundtable for its excellent work. Again, we look forward to working with you and other groups in promoting the public groups.

Mr. SHAW. Thank you for holding these hearings.

[Whereupon, at 1:50 p.m., the subcommittee was adjourned.]

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